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 Program of the Connecticut State Apprentice Council
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CONNECTICUT INDUSTRY

SEPTEMBER
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L. M. BINGHAM, Editor

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Are They Planning to Regulate Private Industrial Trucks?

By E. KENT HUBBARD

The motor common carrier industry is one of the many that have suffered greatly during the past nine years. But the approach of the Interstate Commerce Commission in its attempt to aid this industry is both interesting and paradoxical.

In a recent decision the Commission found that an "emergency" existed which required the prescription of a "bottom" for the rates that may be assessed by motor carriers. The theory underlying this order was an expressed fear that the carriers would destroy themselves by excessive competition within the industry. The chief competitors of these carriers are the railroads and the private motor trucks. We are all familiar with the Commission's treatment of the railroads where, in spite of an adverse financial situation which many fear may lead to Government ownership, the Commission finds it necessary to set the "ceiling" for the rates that may be charged by this class of carriers, in the belief that otherwise rates would be established on a basis so high that it would drive business to their competitors.

Now we find that the Commission also has a program in mind that will restrict the operations of private trucks. At least this may be inferred from a recent speech by Dr. Walter M. W. Splawn, Chairman of the Interstate Commerce Commission, delivered before the semi-annual meeting of the Associated Traffic Clubs of America at Dallas, Texas, in which he said, in part: "The privately owned truck not subject to regulation sets the rates for the common carrier truck. Shippers in their struggle for markets play one common carrier truck against another, using the privately owned truck and sometimes the out-of-pocket costs of such activity as the yardstick. . . . Just how far should an individual corporation not a common carrier go in transporting its own goods?" Seemingly, Dr. Splawn believes that if necessary the activities of industries carrying their own goods should be curtailed for the benefit of the motor common carriers, while at the same time the body of which he is a member has established a "floor" of rates, substantially higher than many of the carriers desired, which can be expected to aggravate further the competition that this class of carriers will experience from an increased use of private motor trucks.

(Continued on page 20)

LABOR BOOMERANG IN OHIO

By CHARLES B. COATES

Assistant Editor, Factory Management and Maintenance

Editor's Note. In this article, which first appeared in the July issue of *Factory Management and Maintenance* and which we are privileged to reprint, Mr. Coates makes a striking presentation of destruction caused by the oversights of management and the over-zealous activities of labor organizations.

AKRON, OHIO, a city ravaged by the fires of labor strife, is a living lesson to American industry. The visiting observer, if he cares to poke about the place a bit, can find much that is instructive to labor and management alike.

For industry, there is a warning against putting all your production eggs in one basket, or one city. For labor, there is a warning that you are killing the goose that laid the golden eggs when you enforce high wage differentials to the detriment of the city that suffers from them. For other communities there is a warning that constructive efforts to save an over-centralized city cannot be begun too soon. Akron's setbacks, caused by decentralization of the rubber industry in the last few years, have emphasized the truth of the maxim that nobody ever wins a war, including a labor war. Current efforts to save the situation dramatize vividly the handicaps that hamper a sincere employer in dealing with his employees under the Wagner Act. Akron's present plight is a strong argument for putting the secret ballot at the disposal of management as well as labor.

Akron, in 1929, had come a long, long way since the day in 1870 when Dr. B. F. Goodrich startled the sleepy villagers with his vision of a great, new industry. Rounding the turn of the century with a population of 42,000, the town boomed anew with the motor age. Hill people flocked down from the back country of Ohio and neighboring states. 1929 Akron made some famous boasts—two-thirds of all the tire and tube manufacturing in the United States; the highest wages

in industry; 90 per cent of the town's population American-born; 50 per cent of its homes owner-occupied. Retail trade exceptionally brisk. And, in all of its hilly wooded length and breadth, few slums. Population 255,000. With the accelerator on the floor-board and the brakes disconnected, Akron roared slambang into the big depression.

That was a terrific jolt. Employment in rubber swooped from 44,741 in 1929, to 29,468 in 1931. The city's many municipal improvements were just reminders of the big headache that went with a bonded indebtedness of \$45,315,000. Home ownership made it just that much tougher when lay-offs began and average yearly wages tumbled (1929 to 1933) from \$1,662 to \$1,055.

But Akron plugged along through the depression as gamely as any city. And it had one thought to comfort it—after all, wasn't it the rubber capital of the world?

It was. But now after five years of mixed improvement, prosperity, and recession, let's take another look at Akron. Belatedly it is retiring \$1,500,000 of depression "scrip." It has reduced its debt, largely by abstention from new improvements, to a net total of \$39,787,568. But a recent bond issue went begging in the open market.

Nobody ever wins a labor war. Akron wage earners, in their misguided efforts to maintain wages at levels that make it impossible to compete with other sections, have been forced to sit and watch thousands of rubber-working jobs leave town.

The *New York Journal and American* reported that investors were driven off by news of labor disputes. Coincident with lay-offs in the rubber plants, clerical salaries were cut 10 per cent and executive salaries up to 20 per cent April 1 of this year.

"I wouldn't be surprised if 30 per cent of the stores here folded up in 30 days," said one merchant about the middle of May. This was plainly an exaggeration. But March department store sales were off 23.1 per cent from 1937 figures—3.3 per cent lower than

HOW BRITAIN SETTLES HER WAGE QUESTIONS

DIRECT NEGOTIATION IN THE PLANT



63%

STANDING JOINT BODIES



27%

GOVERNMENT INTERVENTION



10%

STRIKES



0.006%

Strikes are not popular in England.

the rest of the Cleveland district, 20 per cent lower than the national average.

Relief figures are zooming. In May this year, WPA rolls in Summit county, including Akron, hit an all-time high of 17,811. In Akron proper, the number of people on some form of relief shot from 24,000 in September, 1937, to 70,000 in May, 1938.*

Total advertising linage in the two local newspapers swooped from 3,206,802 last October to 2,589,986 in March.

* Matters are outwardly worse in Detroit where recent headlines proclaimed 500,000 persons (one in three) on relief. But the Detroit figure was obtained by multiplying each relief and WPA case by five. The Akron figures are based on an estimate of 3 dependents for each relief case and 4.4 for WPA. On the Detroit basis, Akron has 100,000 persons, or one in 2.7 dependent on relief.

The value of new building permits in the first quarter of 1938 in 124 typical cities declined only 2 per cent from 1937.

In Akron the decline was 81.7 per cent!

"You could shoot a cannonball down the middle of Main Street at high noon and never hit a soul," mourned one young business man. But that's not quite correct. The cannonball in question would be bound to bowl over a sizable number of unemployed rubber workers. The total of rubber jobs—that's 85 per cent of the town's industrial payroll—has plummeted from the 1936 high of 39,000 to an estimated 26,000. And the end is not yet.

This would be bad enough if it merely bespoke the recession's effects on a city that has always reacted sharply to general trends.

But the fact is that there are 10,000 Akron rubber workers who probably will never find jobs in rubber in Akron again. Akron will make, this year, less than one-third of the nation's tires. The workers are still there but the jobs have moved away.

5. Rubber companies operate in a closely concerted conspiracy to defeat collective bargaining.

6. Rubber companies refuse to co-operate with one another on labor problems and therefore make collective bargaining on an industry-wide basis impossible.

7. The unions have consistently bitten Akron in the neck by holding wages up there while failing to organize the industry elsewhere.

8. The union is over-ambitious and is trying to organize the whole industry at once with the result that it is signing contracts outside the city—and, in fact, in the city—at wage scales far below Akron minimums.

Plenty of Opinions

It goes on and on like that. Akron, like every industrially sick city, runs a high temperature. In the third year of the labor crisis, feelings are stronger than ever. Opinions are more plentiful than facts.

On four points there is fairly fundamental agreement. One—labor trouble is the primary cause of the pell-mell exodus of production. Some decen-

William Green reported at between 60,000 and 70,000. This fell away, with NRA's demise, until, in 1936, several sitdowns having already occurred, John L. Lewis returned to Akron to preach industrial unionism.* The Goodyear strike followed swiftly. When that ended, CIO's United Rubber Workers of America was firmly on its feet.

Two unique factors made themselves manifest at once. One, Akron

1929 AKRON

1. Two-thirds of total U. S. tire and tube business
2. High wages—average annual rubber worker's income, \$1,662.
3. Population, 255,000—90 per cent American born
4. 50 per cent of its homes owner occupied
5. Brisk retail trade, both in necessities and luxuries

the greatest open-shop town in the country, was hopelessly vulnerable to organization just because it *was* so completely centralized. Two, the union's battle for organization was won in the field of propaganda. The townspeople were largely on the side of the strikers. (There, incidentally, is another note on over-centralization. Strictly speaking, the townspeople *were* the strikers.)

When, during a blizzard in February, 1936, the Goodyear strikers threw an 11-mile picket line around the plant and began to build shacks in which to keep their wintry vigil, merchants in the locality "gave" them many thousands of dollars' worth of food and clothing.

The union's clever publicity men cashed in promptly on the public sentiment that already leaned their way. Even if the newspapers had opposed it (which, to say the least, they did not) the union would probably have kept on top through its shrewd and consistent use of radio. Several speakers, such as Sherman Darymple, present head of the URWA, took the air almost nightly. Merchants, hotels, newspapers, theaters, and car dealers advertised respectfully in the union publications.

Union's Turn to Boast

Labor Board elections (in August, 1937) went heavily for the union. At

* Lewis had been there once before; he made an unsuccessful attempt in 1913 to organize the industry for AFL.

LESSONS

1. Management reads on Akron's walls a warning of the danger in over-centralization
2. Labor—unless it is still spellbound—sees the utter folly of enforcing wage differentials that prevent products of one industrial center from competing favorably with those of others
3. Other communities learn that it is never too early to start the job of public relations.

For this state of affairs, your investigator, after talking to rubber executives, union officials, business men, civic leaders, newspapermen, trolley conductors, and news vendors, has been able to compile a limited list of only 42 contradictory explanations, a few of which are listed below:

1. The CIO has driven the rubber industry out of town.

2. The industry was over-centralized, would have moved anyway.

3. Rubber workers are a backward bunch who run heavily to brawn and are content to farm out their thinking to the irresponsible demagogues who head the unions.

4. Rubber workers are the most progressive group in industry, and their leaders have scored real triumphs by boosting Akron wage scales despite decentralization.

tralization was probably inevitable, but it might have been a slow process, resembling erosion, whereas the sit-downs and strikes have given it the force of an explosion.

Two—the companies left the door open to the union, despite high hourly wages, because some of them employed the speed-up unfairly, owing to the sharp competition in which all were involved.

Three—the constant introduction of new machinery has been unsettling to the entire industry.

Four—outside competition in the manufacture of rubber goods played a part in decentralization.

Despite sporadic attempts at organization, as far back as 1912, unionism was not an issue until NRA came along. Then through 1933 and 1934, AFL gained a membership which

Goodyear the vote was 8 to 3, at Goodrich almost 10 to 1. Wage increases failed to check unionization. Fast on the uptake, the organizers simply put the union's stamp on each increase as soon as it was announced.

When, last Fall, the URWA held its second annual congress in Akron, the surface picture was one of lasting industrial peace. It was the union's turn to boast—75,000 members throughout the industry, a year's gain of 50,000; 135 chartered locals in good standing; weekly earnings in all rubber products up 10.1 per cent; dues collections prompt and the 5-cent CIO assessment paid up; Akron's "Big Four" all formally negotiating agreements with the union, still busy; all paying top hourly wages for a 6-hour day. If our story ended there, it would end on a note of victory for the union.

There were cracks in the surface, however. These widened rapidly when Akron's production tumbled. Today, union membership is off 10 to 15 per cent figured on the basis most favorable to organized labor. True, the union denies even now that Akron has been shorn of 10,000 jobs. But, this hardly answers the fact that since 1935:







Goodyear has opened plants at Jackson, Mich., and Windsor, Vt., and has greatly increased production at Cumberland, Md. (the Kelly-Springfield plant), Gadsden, Ala., and Los Angeles.

Firestone has opened plants at Memphis, Tenn. (a former General Motors assembly branch), and Fall River, Mass., and has reputedly increased production at Los Angeles. A subsidiary has purchased a site at Riverview, Mich., near Detroit, for the manufacture of steel automobile rims and the new Firestone rubber bellows air spring for automobiles.

Goodrich is now making tires at its former reclaim plant at Oaks, Pa., and is manufacturing mechanical goods at a plant it purchased about a year ago at Cadillac, Mich.

General, entering the mechanical goods field, went outside Akron to do it, bought a plant at Wabash, Ind.

And there you have an industry that is really on the run! Never has an industry had the unwisdom of over-centralization called so forcibly to its attention,* and never has an industry reacted so promptly. For two big companies, at least, there is no turning back. After the Firestone election this March (which the union won by only 3 to 2), James S. Jackson, the

| STRIKE STATISTICS, 1937 | |
|--|---|
| United States | Great Britain |
|  1.3 of every 10 wage earners belonged to unions |  2.5 of every 10 wage earners belonged to unions |
|  2.7 of every 10 unionists went on strike |  0.73 of every 10 unionists went on strike |
|  5.8 of every 10 struck for union recognition |  0.97 of every 10 struck for union recognition |
| 15 DAYS WERE LOST BY EACH STRIKER (Average) | 9 DAYS WERE LOST BY EACH STRIKER (Average) |

While the proportion of wage earners in unions is far greater in Great Britain they seem to be able to settle their troubles more amicably.

Akron *Beacon-Journal's* astute young labor editor, observed that Firestone's decentralization would have continued even if the "independent" union had won. At Goodyear, there is not even any talk of turning back.

What, then, is Akron's future? Will it, like Paterson, N. J., become another heap of bleached bones on the

1938 AKRON

1. One-third of the nation's tire and tube production
2. 26,000 rubber workers—with 10,000 rubber jobs gone forever
3. Retail sales off 23 per cent from last year
4. Building permits down 82 per cent from 1937 figures
5. 70,000 people dependent on some form of relief

industrial trail, another awesome warning to centralized industries?

Well, there's hope for Akron. In fact, two rays of hope now shine through the clouds of gloom that envelop the city. These are:

1. Akron may yet succeed in attracting some *new* industries.

2. Public opinion has swung away from its once complete support of the union's most aggressive tactics.

Consider first the Greater Akron Association. It was formed two years ago. About 80 business firms, including the rubber companies, chipped in to get it going. Its aims were (1) to seek new industries, (2) to make decentralization unnecessary, (3) to promote interest in local government, and (4) to coordinate the activities of existing civic organizations.

* A most urgent attention-caller was the automotive industry. "Customers have let it be known," said one rubber executive, "that we had better establish plants outside Akron if we expect to enjoy our full share of the business." It is noteworthy that Ford Motor Company has begun to make its own tires.

The Association launched its program in July, 1936, with a series of local newspaper advertisements which pointed out that there was no city in the world where workers were paid as well by the hour, week, or year, as they were in Akron, and urged that every rubber worker and every citizen join in preserving this extraordinarily favorable position. Members of the Association's executive committee and staff and leading citizens of Akron took to the radio to present its program in detail.

The Association later published an analysis of Akron's attractions for new industry, distributing several thousand copies of a booklet entitled "Put Your Plant in Akron." This set forth Akron's many real advantages—its central location; its excellent water, natural gas, power, and terminal facilities; its exceptionally low tax rate. Periodically, likeable young Byron H. Larabee, who had become the Association's Executive Secretary in December, 1936, went places to see people about moving their plants to Akron.

His task would not have been easy under any conditions. When a town like Akron sets its cap for new industries, it has to compete with the blandishments of cities which offer free plant sites, tax exemptions, low labor costs, and even cash.

Periodically, Larabee reported his progress to the townspeople, via radio. He explained frankly that he wasn't making any progress and told why. Everywhere he went, he had to explain away the sitdown strikes. Every time he got anybody interested in moving to Akron, another sitdown broke out.

The Picture on the Front Page

Larabee was especially bedeviled by a front-page picture of a band of Akron rubber unionists, flourishing clubs, en route to Youngstown to join in the picketing of "Little Steel."

Until then he had been hopeful in all his public utterances. On June 8, last year, he reaffirmed his faith in collective bargaining, voiced a new plea for peace and declared:

"We believe that it will not be long before other cities will say—'Look at Akron. They worked things out. They found out how to go ahead.'"

There was a time, later that month, when Akron seemed about to be bathed in sweetness and sunshine. URWA officials offered their cooperation in the Association's campaign. Cried Mr. Larabee, delighted:

"When to new industry we can give assurances that our workers as well as our business men will welcome them in a spirit of mutual helpfulness, Akron will have no difficulty in securing a substantial number of new pay-rolls."

Then came the pictures of the Youngstown junket. The Greater Akron Association took its sights off the birds in the bushes and devoted itself to the squirming birds in hand. True, it continued its advertisements to the outside public. But to the home folks it talked cold turkey as no civic association has ever talked before. Earlier it had kept within the limits of such slogans as "The Best Wage Rates in the United States." Now it based its advertising appeals on an outright citation of the damage already done.

"The trouble is the same old trouble," Larabee declared, "the unwillingness of various union leaders to show a reasonable attitude of cooperation with respect to the problems of these various companies."

This inevitably led him into conflict with the union leaders. Soon all talk of cooperation was forgotten. At least once a week for quite a spell, he traded punches over the radio with the union's best talkers. Without emotional embroidery he patiently repeated his facts and figures.

Right Time to Cry

"There is a time to cry over spilt milk—it's while there is some of it left," he declared. "That time has arrived."

Ultimately the campaign began to tell. Through the early fall of 1937, production held up well in Akron rubber. Then, as it slackened, public sentiment shifted perceptibly. This was reflected in the city elections which found Mayor Lee D. Schroy, Republican incumbent, pitted against former Judge Garnett L. Patterson, a personable, dynamic New Dealer with plenty of microphone presence. Patterson had full union backing in a whirlwind campaign. Schroy methodically hammered at the theme that industries provide jobs, and that jobs exist where industries prosper.

Schroy won by 8,000 votes, which meant that many rubber workers who voted for CIO in Labor Board elections had voted against it politically. The tide was turning. And when, in December, the Greater Akron Association declared: "The effects of decentralization are just beginning to be felt," people were ready to listen.

It was plain at the turn of the year that the lull in Akron's labor strife was merely an intermission between acts. Another decisive episode began in late February when the news spotlight paused over the 125-acre plant where Goodrich makes 32,000 different products in 116 different factory buildings.

Goodrich had shown, from the start, a determination to deal directly with the elected representatives of its people. This may be one reason why Goodrich has never suffered a prolonged strike, nor has it been put to the expense of building new plants, save for its expanded operations at Oaks, Cadillac, and Los Angeles. Goodrich had humanitarian reasons for not wanting to move. Sixty per cent of its men have been with the company 10 years or more, 50 per cent participate in the Goodrich retirement fund, 50 per cent own their own homes.

However, Goodrich, like the other companies, had learned that unskilled workers outside Akron could be trained for rubber work in fairly short order. And Goodrich, still producing two-thirds of its tires in Akron, was finding an increasingly serious problem in the wage differentials which decentralization produced.

In 1936 Goodyear was the biggest Akron employer (14,054), Goodrich was second (11,200), and Firestone third (8,443). By January, 1938, the balance had shifted. Goodrich led (10,568), decentralizing Goodyear was second (9,255), and Firestone was a still lower third (7,440).

Welcome on the Mat

Obviously the wage differential was forcing action. Innumerable cities were ready to welcome new Goodrich plants, which would take an estimated 5,000 jobs out of Akron. In February the company, breaking precedent, put the following requests before the union—an hourly wage reduction from \$1.10-\$1.15 to 90-95 cents, for men, and from 70-75 cents to 60-65 cents for women; assurance that machines would be operated efficiently; and a flexible six to eight hour day. Otherwise, said the company, it would be forced, by its competitive position, to take decentralization steps.

Union leaders agreed to put the proposal to a secret vote on March 14, 15, and 16, but the vote, at the last minute, was canceled. Akron seethed with excitement. Automobiles bore windshield stickers with the slogan, "Keep Goodrich in Akron."

Union heads hurried to Washington where they persuaded a congressman to introduce a bill designed to block further decentralization. This got nowhere. Back in Akron, Mayor Schroy demanded that the Goodrich workers vote on the proposal. The union leaders and the Mayor exchanged acrimonious remarks. All this, dragging on through the weeks, heightened the tension to the breaking point.

On April 11, Goodrich withdrew its proposal. Then up came James P. Miller, Regional Labor Board Director, with an unofficial 15-point peace proposal. This cleared the air temporarily and negotiations staggered forward again. Meanwhile, at Miller's request, A. F. Hinrichs, chief economist of the Labor Department's Bureau of Statistics, began a study* of labor costs and wage differentials on which an agreement was to have been based.

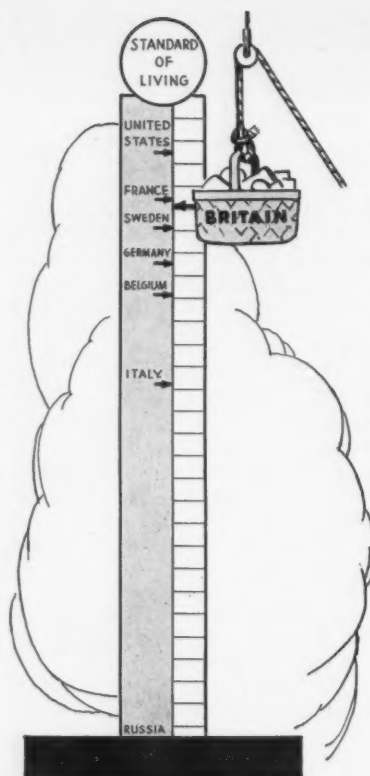
The union heads, fearful of waning public support, but fearful also that other companies would force wage reductions if they gave in to Goodrich, made a counterproposal of a 6 per cent wage reduction, but it was festooned with qualifications, including a demand for a two-year guarantee against further decentralization. This the company promptly rejected.

Voted by Show of Hands

Seeing no hope of drastic government intervention, the unionists at length agreed to vote on the original Goodrich proposal. The election was held May 4. But what an election! The vote was taken by a show of hands at five separate meetings. Opponents of the proposal jammed the first meeting and howled and hissed at those who voted "Yes." The final score was 2,251 for rejection, 239 for acceptance. Thus 2,490 Goodrich workers decided the fate of 9,000 Goodrich workers.

While businessmen in the town growled openly and talked of forcing the Goodrich union to hold a secret ballot, the spotlight swung to Firestone. Here negotiations were under way to renew the contract that had expired on April 28. On May 16 Firestone officials and union heads put their signatures on a signed agreement confirming existing wages, hours, and conditions in the Firestone Akron plant.

This was not as significant as it sounded, for Firestone had by then transferred two-thirds of its tire production to outside plants. Nevertheless, it gave the Goodrich union ground



Our standard of living, the envy of the world, is a precious heritage to keep.

for an aggressive new move. It renewed its demands for a signed contract. Goodrich was not averse to signing a contract; had, in fact, ready for signature, a contract that had been negotiated some months before. A brief strike broke out. The union called it a "labor holiday." When it was over, Goodrich had signed an agreement which confirmed wages at their existing levels. The company gained slight concessions on paid vacations and the flexible work week. With peace once more established at Goodrich, the spotlight shifted again.

Goodyear this time. Here was the last of the "Big Four" not under contract. Into the meetings where contract negotiations were going slowly forward, the union leaders brought a heap of new grievances, including several recently posted wage reductions. The Goodyear local laid a strike ultimatum before the management on May 25. Tension increased again. The company made preparations to move some of its office equipment and records from the plant to a downtown office building. The union inserted

notices in the papers, urging citizens to keep their radios tuned for an "important announcement." This obviously referred to a strike call but no strike had been called when Akron's worst strike riot broke out.

Shortly before midnight on May 26 a large crowd gathered outside the Goodyear plant. The crowd was at first good-natured, and so were the police. But the undertones were ominous. Inside the plant, fifteen trucks stood with motors running. The crowd refused to back away from the gates. Finally, company guards pushed the trucks through despite efforts to stop them. This safely over, it seemed that the incident might pass peacefully, after all, even when the midnight shift came off work and joined the crowd. But inevitably, the spark and the powder keg got together. Somebody socked a cop or a cop socked somebody, depending on whose version you accept. Anyway, there were riot calls for two pitched battles involving 160 policemen and over 3,000 men and women. When it was over, there were 75 people in the hospital, including a bystander, who caught a triangular slug of metal in his back, and a cop whose face stopped a charge of shot from a pump-gun.

Promise of Violence

Next day, though the first shifts were relatively full, the strike became a reality. The odor of tear gas, which still seeped through shattered windows in the vicinity of the Goodyear plant, seemed the promise of more violence to come. The company announced that the plant would reopen on the Tuesday following the Decoration Day week-end, and the union said flatly that it would not. Mass meetings were held all through the week-end. Mayor Schroy charged the union with inciting to riot. The union, retorting that the Mayor was a stooge, threatened a city-wide labor tie-up.

Peacemaker Miller of the Labor Board perspired mightily in his efforts to bring union and company officials together again and at the last moment succeeded. On Monday night the strike was called off, the union announcing that the company had promised to sign a contract. The company later denied this, saying it had merely promised to consider the discussion of a contract at some future time. Negotiations were resumed as the strikers went peacefully

* Which proved, on arrival, to be a non-committal document that settled no questions.

(Continued on page 10)

PERSONNEL AND MODERNIZATION

By RUSH McNAIR HOAG

Managing Director, The National Personnel Service of Boston

Editor's Note: This is the second article by Mr. Hoag, published in *Connecticut Industry* within the past three years. It is packed with sound reasoning in the matter of modernizing personnel as well as machinery and plant.

BUSINESS men who are keeping abreast of or a little ahead of the times will agree that their success is due largely to the capable men they have placed in key positions in their organizations. These key men have not only been instrumental in modernizing the plant and its equipment, but they have modernized their products, and perhaps, what is more important, they have kept their own mental processes modernized.

The real problem, however, that management has always had, has been to find key men who have been alert to changing conditions and have realized the importance of constant study in their respective professions, whether it be in chemistry or in selling. The problem of finding men who can be depended upon not only intelligently to carry out existing plans, but who also are capable of original planning is a difficult one.

We find that men in responsible positions frequently get into ruts as deep as those who perform routine tasks. Their thinking becomes routine, and that old saw about being too close to a problem to see it in its true perspective is only too true.

Modernizing Man Power

The modernization of executive thinking must start at the top and work down through the organization, rather than by the expectation that the injection of youth at the bottom will revivify the life blood of the company bringing startling new ideas up to the top and thus transform the figures from red to black.

Speaking in general terms, the modernization of men has been left largely in the hands of our schools and col-

leges, and yet educational systems are much the same as they were fifty years ago, except perhaps in our engineering schools and the few really high grade colleges of business administration. Industry has in many instances found it necessary to step into the practical side of education, and apprentice training classes, foremen's schools, and sales educational classes have been instituted, but in the broader sense, much less thought has been devoted to personnel education and business fitness for the job, especially in major executive positions, than to the actual problems of engineering, production or sales.

It has been wisely said, "No organization with a poorly selected personnel can be long successful. No organization with a wisely chosen body of employees can be anything but successful."

In this connection we might state another platitude: It is a function of management to delegate duties and responsibilities, and this requires the ability to select men. Should we not say that one of the tests of an executive is his ability to place the right man in the right place at the right time? Psychological tests, the determining of I.Q.'s and studies in personnel selection, have been directed



CHECKING personnel is even more important than a survey of plant and equipment.

largely toward those methods which will test men on manual or routine tasks. Management has not as yet developed scientific procedures by which to test the ability of an executive to guide and direct others. A particular executive may himself produce, but his ability to make his subordinates successful cannot be pre-determined other than by a study of his past record, and given an entirely new set of circumstances, his past record could not be used as a scientific basis to determine future success.

Promote or Import

If a company is going to modernize its man power, management should consider the advantages and disadvantages of inside promotion versus outside selection. If the company is large enough, a policy of promotion within the organization is feasible and understudies can be assigned and trained. However, there are certain definite disadvantages to internal selection, and these should be weighed in the balance. There is the limited field from which to make selection; there is the tendency to promote on length of service, or on a similarity basis rather than on ability, and there is the continuance of personal prejudices, jealousies and internal politics.

As against these we find that an outside selection is sometimes like a breath of fresh air. The man who comes in from another company certainly would not be steeped in company traditions and he can, therefore, approach new problems from a broader and less biased viewpoint. There is also a much wider field from which to make a selection, and consequently the opportunity of getting greater ability in addition to a breadth of experience from other industries. Executives sometimes fail to remember that their organization has no corner on brains and ability.

When a business man goes outside his own organization to select a key man, he almost always specifies an "experienced" man, depending upon the candidate to have acquired his training and "experience" elsewhere; that is, in other companies manufacturing or selling similar commodities. Therefore, there always must be a certain amount of readjustment for the man with the new personalities involved, and the employer would be unreasonable to expect the new man to take hold without a preliminary period of indoctrination.

Man Versus Machinery

The employer should look upon his man as an investment. He has made a purchase of brains and ability for which he is to pay on the partial payment plan with a monthly or weekly pay check. The chances are that over a period of time he will pay more for this man than he does for some of the machinery or equipment the man is to control. The machinery, however, starts to depreciate the day it is bolted to the floor and the juice turned on, and ten percent is charged off each year. If the man is any good he begins to appreciate and instead of charging off ten percent for depreciation, the employer may have to pay ten percent more the next year for his services.

Therefore, if we check specifications, prices and performance on machinery before we buy it, how much more important is it that we be even more careful when buying a key man. This man might by one unwise decision lose for a concern thousands of dollars, or conversely by a wise decision make a profit larger than his year's salary.

It has been my observation that many executives become wrapped up in the problems of their own company so closely that they do not give enough consideration to the way similar problems are handled in other companies or in their own industry as a whole. They may believe that by attending trade association meetings they are keeping in close touch with their particular industry, but I have found that trade associations make one acquainted with the competing executives personally and possibly with their sales and merchandising methods, but rarely with their internal management problems. Executives may visit customers' plants, but very seldom those of competitors, from which may come the trained key men they employ.

Modernization Means Progress

Management is beginning to recognize that the whole realm of personnel and industrial relations is one that deserves just as much thought as the problems of production and sales. If the company is large enough to have a personnel director or an employment manager, it is vital that extreme care be exercised in the employment of this executive. If a company is to

have a personnel director at all, he should not be merely a rubber stamp, but should be capable of handling all employee - employer relations. He should sit in on discussions dealing with problems relating to hours and wages and act as the company's representative in conferences with union officials. Training programs and the conduct of apprentice and foreman training classes should be under his direction. Social and athletic activities and annual outings should be handled by the personnel director. Under such a man should come a constructive plan for executive training and group discussions by department heads dealing with problems affecting his particular industry. In other words, management should recognize in their personnel relations that they are dealing with personalities and not raw materials or machinery, and although there should be a strict avoidance of anything tending toward paternalism, there should be a better understanding in most companies between the employees and the management. If the employees understand something of the problems that the company has to face, they will rise to the occasion to assist in every way that they can in helping the management to solve them and a feeling of loyalty to and faith in the management will result. This all comes under the heading of personnel modernization.

All this boils down to the fact that modernization means progress. Modernization means efficiency and this is just as true of men as it is of machinery or methods. Capital, intelligent or not, will continue to control policies, and capital because of its impersonal nature through the corporate structure, usually demands greater efficiency and modernization than the individually owned business which is no more efficient than the individual who controls it. Therefore, it would seem wise, in view of new problems brought about by recent legislation dealing with labor relations, social security, wages and hours, that business men should make or have made by competent unbiased outsiders, a personnel survey of their own company and consider the desirability of making such readjustments as they find necessary to promote the efficiency of their own business, even though it may hurt to extract an abscessed tooth here and there. The modernization of company personnel should precede the modernization of plant and equipment.

PROGRAM OF THE CONNECTICUT STATE APPRENTICESHIP COUNCIL

THE economic well being of an industrial area is dependent in large part upon the skill and genius of its workers. This fact is particularly important to Connecticut because the State is an important producer of fine machinery and quality manufacturers requiring a large number of skilled workers. In order to retain the markets now reached by these products it is necessary to assure the existence of a work force which is able to maintain both the quality of these manufacturers and the productive capacity of the State.

During recent years the curtailment of training programs, the setting up of immigration bars, and the inability of vocational schools alone to provide a sufficient number of adequately trained craftsmen, caused a gradual reduction in the number of skilled workers. Meanwhile the expansion in the use of machinery was giving rise to an increased need for skilled workers in certain branches of industry. These and other factors gave rise to an acute shortage of skilled workers in certain industries during the business upturn in 1936 and the early part of 1937.

Yet at the very time when industry was finding unanswered its call for labor, there were over 40,000 young people in this State, between the ages of fifteen and twenty-five, who were finding unanswered their calls for jobs. The records of the Connecticut Employment Service showed that three-fourths of these young people were untrained for any skilled occupation. Many of them could have mastered trades, if they had had an opportunity to do so, in the time that they had wasted looking for work as unskilled labor. Untrained they were disheartened victims of unemployment. If trained, they could easily have become gainfully employed. The lack of coordination between the supply of and demand for skilled labor was causing an appalling economic waste and creating a grave social problem.

To correct this maladjustment, management, labor and the public should cooperate to make effective a long range program designed to assure adequate training for young people who seek the opportunity to become craftsmen. Both history and

practical experience indicate that a broad program of apprentice training, which assures the apprentice of both job training and technical instruction, is the most satisfactory method of accomplishing this end. Inasmuch as it requires two to five years to train a craftsman, this problem requires that immediate action be taken.

Such action has been initiated by the Connecticut State Apprenticeship Council. This Council was appointed by the Commissioner of Labor on March 9, 1938, pursuant to the provisions of the Fitzgerald Bill passed by the Congress of 1937. On June 21, 1938, the Council issued an outline of its organizations and listed the following as its functions:

1. To encourage and assist in the setting up of district trade apprentice committees, district general apprentice committees, and state trade apprentice committees.

To correct the present maladjustment between the demand for skilled labor and the lack of it for thousands of unskilled youths, management, labor and the public should cooperate to make effective a long range program designed to assure adequate training for young people who seek the opportunity to become craftsmen.

2. To act in an advisory and consulting capacity to such committees.

3. To assist in developing standards of apprenticeship and extend the application of such standards by encouraging their inclusion in contracts of apprenticeship.

4. To approve all trade apprentice standards and types of apprentice agreements which meet the minimum standards recommended by the Council.

5. To provide, when called upon, for the registration of apprentices.

6. To provide for the issuance of suitable certificates of completion of apprenticeship.

7. To offer to adjust differences between apprentices and employers upon the request of the apprentice, or the employer.

8. To cooperate with educational authorities and other agencies, public and private, State and National, interested in apprenticeship.

9. To establish minimum standards of apprenticeship.

To assist the Council in achieving its goal, there will be District Trade Committees which may be set up in any suitable geographical area. Membership on such committees shall consist of an equal number of employer and employee representatives from a particular trade or industry, and if desirable, representatives of interested agencies such as the district vocational service and the district employment service. The District Trade Committees will perform the following functions:

1. Determine the need for apprenticeship in the trade within the district.

2. Set up standards of apprenticeship and submit apprentice standards and form of apprentice agreement to the Connecticut State Apprenticeship Council for approval.

3. Recommend a suitable form of agreement for the trade.

4. Upon request, act in an advisory capacity to district education officials in the determination of the instruction to be given apprentices, as well as in other details necessary to the proper attendance in, and successful operation of the related instruction classes.

5. Accept applications from employers for apprentices and from apprentices for the opportunity to acquire training in the trade.

6. Offer to adjust differences between employers and apprentices upon the request of the apprentice, his agent, or the employer.

7. Offer to arrange for the transfer of apprentices from one employer to another in order to provide broad trade experience.

8. Establish minimum wage with schedule of periodic increases.

9. Act in an advisory and consulting capacity to the established apprentice authority in the individual plants throughout the district.

10. Hold regular meetings and make annual reports to the Connecticut

cut State Apprenticeship Council on the work and progress of the Committee.

Provisions of Fitzgerald Bill

In accordance with the provisions of the Fitzgerald Bill, the Council will endeavor to raise the general level of trade training of young people who are now employed and others who can be properly absorbed. While the Council looks forward to an increase in the number of apprentices to be trained, it does not propose that apprentices be taken on to the detriment of either the employer or his regular employees.

The Council recognizes, however, that standards of apprenticeship cannot be arbitrarily imposed. They must develop from the needs of a particular craft and against the background of existing employer-employee relationships. Successful accomplishment of the Council's program depends, therefore, upon the voluntary cooperation of employers and employees in those trades in which apprenticeship exists or is needed. The program is designed to facilitate this joint cooperation, to provide information on apprenticeship to all interested groups and to coordinate these activities within the State.

The formal agreements, defining the apprenticeship standards which the Council recommends, specify that the apprentice must be at least sixteen years of age, and that his apprenticeship period should be not less than 4000 hours of work or two years, and should be reasonably continuous. The apprenticeship period should provide for at least 144 hours per year for related and supplemental instruction, in addition to the training and instruction, while on the job. For a period not exceeding six months after the making of the apprenticeship agreement, the agreement may be cancelled by either the employer or the apprentice. This probationary period will be included in the total apprenticeship period, however.

The Council recommends that at the beginning of the apprenticeship period the apprentice be paid not less than 25% of the rate paid journeymen in the locality where the training is to be given. The wage rates of the apprentice should be increased periodically thereafter, in such amounts that over the entire period of apprenticeship the apprentice will average at least 50% of the prevailing journeyman's wage.

Each apprenticeship agreement should contain a statement of the processes in the trade or craft which the apprentice is to learn, and a schedule should be prepared showing the approximate time which the apprentice will spend on each process. This schedule should also include the time to be spent in related and supplemental instruction. However, no schedule should require an apprentice to work a number of hours per day or per week that is greater than the law fixes as the limit for a person of the age or sex of the apprentice.

The training schedule and the pay schedule of the agreement may be adjusted to compensate for training which the apprentice may have received in trade school or for previous experience in the craft or trade. The agreement may also provide for a bonus to be given to the apprentice upon the completion by him of his period of apprenticeship.

The Council also recommends that there be included in the agreement a clause providing for arbitration of any disagreement between the apprentice and the employer. Under this clause the disagreement may be referred to the Council or to the District Committees of the Council, and the decision of the arbitrating agency will be final.

LABOR BOOMERANG IN OHIO

(Continued from page 6)

back to work on Tuesday morning. The strike was over, perhaps an omen that there will be less irresponsible action in the future.

No one can say at the time of writing whether there will be a signed agreement or another strike at Good-year. At best, the prospect is far from pleasing for the fellow who wants to sell shirts, socks, washing machines, and automobiles* in Akron, for further decentralization seems inevitable.

In the bitter end, further decentralization may prove to be a good thing for Akron in the sense that the Chicago fire was a good thing for Chicago. Akron has the spirit to rebuild its industrial structure along diversified lines, but it remains to be seen whether its industrial relations program can take effect in time to save it from the utter collapse that

shattered the over-centralized textile cities of the East. In any case, the city is due to get a lot thinner before it gets fatter. And then, ironically, it may be that a surplus of labor, resulting from rubber unemployment, will help to attract new industries.

Branch-Plant Town

New struggles, outwardly more spectacular, loom in the near future, but history will probably record that the crucial battle to keep Akron from becoming a branch-plant town was lost when the union turned down the Goodrich proposal.

Here the CIO blocked a reduction which, if accepted, would have left Akron wages at an average of 95 cents an hour, substantially above those in other cities and industries. Akron executives have charged that the local unionists took their orders from the CIO high command in Washington. Certainly the Lewis group had reason to fear that acceptance of the Goodrich proposal might have been interpreted as a blow to national CIO prestige. Critics of the CIO insist that the union sacrificed Akron to preserve this prestige.

This charge would be much easier for the union to answer if the Goodrich proposal had been voted upon democratically by a majority of the Goodrich workers. But this, under the Wagner Act, was impossible. The Union, under the Act, was in a position to insist that only the dues-paid members—only 2,500 out of 9,000—could vote on the proposal. The company, bound by Wagner Act restrictions, was unable to discuss the question directly with the 6,500 non-dues-payers. And the 6,500, having once signed away their rights to the CIO, were helpless to express themselves in the crisis.

Other such minority decisions, affecting the whole future of the labor movement and the welfare of industry in its entirety, may be expected until the law is changed to make the secret ballot available to management as well as labor. Meanwhile Akron survives as a tumble-down monument to a succession of union triumphs which have cost it 10,000 jobs and may cost it more—a city which bears testimony to the maxim that everybody loses in a labor war.

* New-car sales in Akron are 74.4 per cent below 1937 figures for the period from January through May.

NEWS FORUM

Howland Transferred by Remington-Rand. George K. Howland, factory manager of the Remington-Rand plant in Middletown for the past five years, and connected with the organization for 17 years, was recently made factory manager of the Elmira division of Remington, according to an announcement made by James H. Rand, Jr., in Middletown on July 22.

Mr. Howland will, in his new position, head the largest Remington-Rand division. He is succeeded in Middletown by Clifford Bailey, former superintendent of the factory for 15 years. Henry Heinrich succeeds Mr. Bailey as superintendent of the Middletown plant.

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Bigelow Hearings in New York. Representatives of the Bigelow-Sanford Carpet Company and the Textile Workers Organizing Committee (CIO) conferred on July 19 with Arthur S. Meyer of the State Labor Mediation Board in New York. Meyer was the arbitrator in a wage dispute that caused a strike in the company's plant in Amsterdam, New York, and Thompsonville, Connecticut.

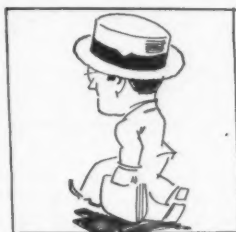
The company was represented in the arbitration hearings by J. A. Sweetzer, president; R. J. Knowland, vice president; and J. D. Wise, attorney; and the union by Sol Barkin and Emil Reve. Committees of six each from the two plants were also said to be in attendance.

At the same time it was reported that approximately 6,000 workers who went on strike, returned to work on June 27 with the understanding that if any of the 10 per cent wage cut, caused by unprofitable operations, and which also caused the strike, was restored it would be retroactive.

Subsequently on August 1 a meeting of the union employees of the Bigelow-Sanford Carpet Company ratified an agreement between union and company officials which settled a controversy which led to the walkout of 300 employees of the jacquard department on Friday, July 29. The meeting also voted formal acceptance of terms by which the union, formerly independent, will affiliate with the Textile Workers Organizing Committee of the CIO. The latest strike grievance was said to have involved the working conditions in connection with the installation of five new looms in the department manufacturing jacquard rugs.

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Commissioner Tone Invited to Wage-Hour Conference. Commissioner Joseph M. Tone of Connecticut was one of six labor commissioners recently invited to represent their re-



spective states in the discussion of legislation which the various states might enact to supplement the Federal wage-hour law. In addition to Commissioner Tone were invited: Martin P. Durkin, Illinois; W. A. Pat Murphy, Oklahoma; William M. Kerr, Utah; A. L. Fletcher, North Carolina; and Supreme Court Justice Bernard L. Shientag, of New York.

Production Starts at Thread City Silk Company. The Thread City Silk Company of Willimantic, the city's new industry composed entirely of local men, now has its production line in operation and has already produced six different types of black silk cloth. The bulk of the cloth is said to have been sold in the California markets for use in neckties, robes and gowns. Neckties for the United States Army are being manufactured from some of the cloth, it is understood.

Four looms are now said to be running in the company's quarters at 88 Church Street, Willimantic, with plans laid for the operation of additional looms in the near future.

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Yale & Towne Shows Second Quarter Loss. A second quarter loss of \$152,624 after all charges was reported by Yale & Towne Mfg. Company, thus making a deficit for the first half of the year of \$147,528.

Second quarter operations resulted in an operating deficit of \$54,575, less interest received giving net loss of \$42,301, which with depreciation of \$110,323, produced the total loss of \$152,624, as compared with a profit of \$5,096 in the first quarter.

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Employment Up in Hartford for July. Employment in Hartford County turned upward during July for the first time in 11 months, according to the statistical report of the Manufacturers' Association of Hartford County as released to the Hartford Courant.

In 82 factories reported to the Association, employment as of August 1 totaled 48,464, a gain of 61 workers during July, which normally for the



Right Out Front

... on the showcase, where all who enter a store may see and be reminded to buy, is the good fortune of merchandise packaged as attractively (and as conveniently for the dealer) as the product illustrated here.

We are constantly creating new packaging ideas for customers in many lines. Do you need one? To get a mental picture of your requirements, and without obligating you in the slightest, our representative will gladly call for a talk.

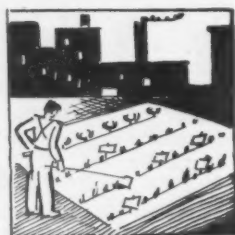
**ROBERTSON
PAPER BOX COMPANY**
MONTVILLE, CONN.
NEW YORK OFFICE
420 LEXINGTON
AVENUE

months of July and August are the lowest employing months of the year. While this gain seems small, according to the *Courant's* associate financial editor, Ray Dower, "it is significant in the light of the sharp reductions that have occurred during the past year." From January 1 to July 1 this year, 7169 employees were separated from payrolls for one reason or another, and since September 1 last year, employment decreased by 14,198.

Activity based on man-hours disclosed that Hartford showed a gain of 1.9% and Bristol, with more hands at work, increased man-hours by 4.9%. New Britain where employment was off 3% cut its man-hours by 15%, due partially to vacation and inventory shut-downs.

Present employment in Hartford County as of August 1, was 92.0% of the Association's normal, as against 91.9% a month ago, and man-hours are 54.0% of normal as against 55.3% as of July 1.

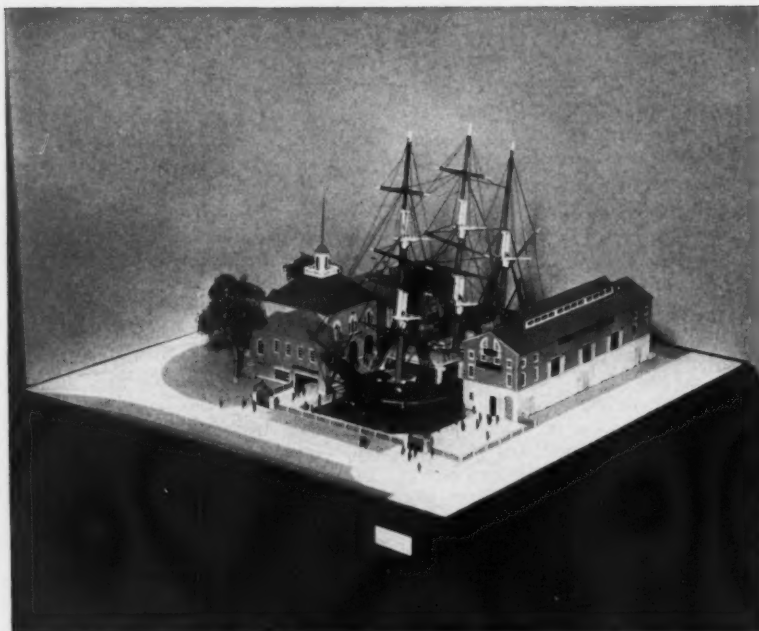
Wiremold Workers Use Factory Land for Garden. With approximately 25,000 sq. ft. of land and an abundant interest in his employees, D. Hayes Murphy, president of the Wiremold Company, has allotted the



grounds around the company's main plant for raising gardens. To get the employees off to a flying start toward garden success, the company had the area plowed and fertilized and water piped to the plots to make tending easier. Each plot of land measures approximately 10 by 90 feet, all locations being determined by drawing lots among the employees. In some cases the men work one plot together.

During the noon hour the men rush back from lunch to pull a few weeds and in the evening they bring their families to help weed and tend the beds.

Since the project was started four years ago, interest has become keener each year until there are now 36 men working 27 plots now growing, in the main, corn, potatoes, cabbage, beets,



MODEL of the joint New England exhibit sponsored by New Hampshire, Vermont, Massachusetts, and Connecticut at the New York World's Fair, 1939. The water front scene is dominated by a full size 135 foot sailing vessel lying at dock.

string beans and squash. The most unique farming project is carried on by Tobe Jones who is looking forward to harvesting a large crop of peanuts.

To stimulate interest, contests are held among the gardeners as to who will raise the most potatoes, the largest tomato or radish. Besides the vegetables there is a smaller plot of flowers raised by one employee, where solid beds of annuals and perennials are flourishing.

Electric Boat May Deal with New Labor Group. The Electric Boat Company of Groton, is said to have told counsel for the Shipbuilders and Marine Engineers Union of Groton, Connecticut, Inc., on August 5 that it would recognize the union—an independent organization formed in June—as the collective bargaining agency for the workers.

According to reports the petition presented to the company asking for recognition of the union bore a majority of names which the company is checking to determine if all workmen whose signatures appear are qualified to demand recognition of the union. The union claims the signatures represent 90 percent of the employees eligible for membership.

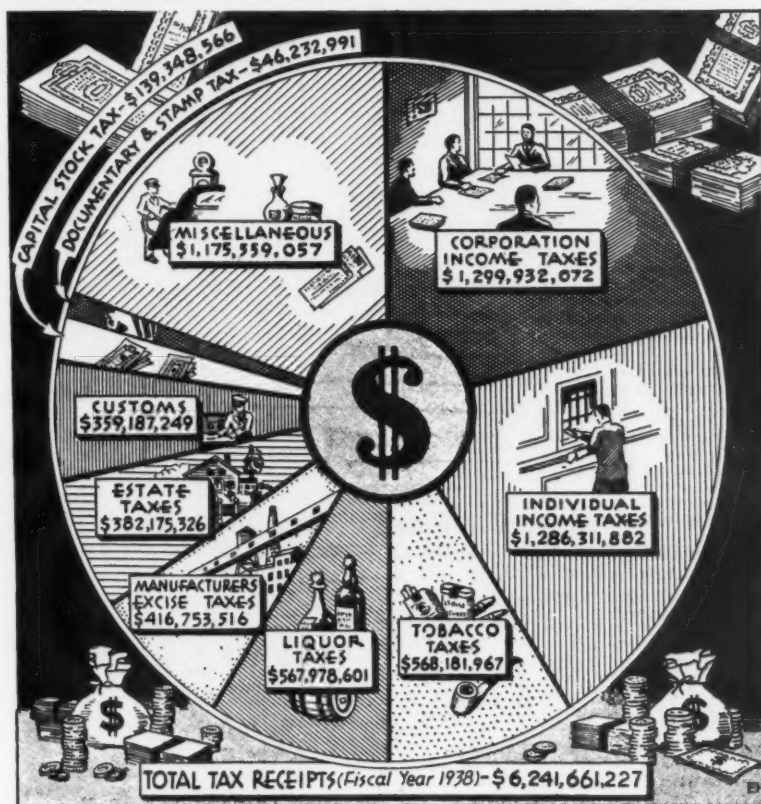
Scovill Names John Goss President. The Scovill Manufacturing Company's directors named John H. Goss executive vice president and general manager of the Scovill Mfg. Company, as its new president on July 29. Mr. Goss succeeds his brother, Edward Otis Goss, who died July 4, and retains at the same time his former position as general manager. At the same time, Leavenworth P. Sperry, treasurer, was elected executive vice president



and treasurer to fill the former position of the new president. Francis T. Reeves, secretary, was elected a member of the executive committee of the board of directors.

Mr. Goss is also vice president of the Association, as well as director and official in many other industrial, financial and civic enterprises.

PRINCIPAL SOURCES OF FEDERAL REVENUE



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Gray Names Three New Directors. Directors of the Gray Telephone Pay Station Company have recently elected three new directors, according to a statement made public by its President H. Otto Vogt.

The new members of the board are: Ralph E. Day, president and general manager of the Bridgeport Brass Company; Perry D. Saylor of Litchfield, former president and now chairman of Canada Dry Ginger Ale, Inc., and Walter E. Ditmars of Riverdale, New York, now the largest individual stockholder in Gray. Attorneys Lawrence A. Howard and Allan K. Smith, elected at the annual meeting some months ago, have resigned to make places for the new members.

Mr. Day is a director of the First National Bank & Trust Company of Bridgeport and a trustee of the City Savings Bank, also of that city. Mr. Saylor is chairman of the board of the Waterbury Trust Company. Mr. Ditmars retired from the U. S. Army in 1925, after serving for a period in the industrial war planning division. He

later entered private business and now has charge of certain New York real estate interests.

Mr. Vogt indicated to directors that an announcement of the company's future plans, of which several are under consideration, would be made to stockholders in the near future.

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Lyman Made Aide to Brown. Lauren D. Lyman, formerly aviation editor of the New York Times and now connected with its Washington Bureau, was made assistant to the president effective September 1, according to announcement made by Donald L. Brown, president of the United Aircraft Corporation on August 10. Mr. Lyman's headquarters will be at New York.

Born in Easthampton, Mass., and a graduate from Yale University, Mr. Lyman served this country overseas during the World War. He attained national recognition by his exclusive story of the departure to England of Colonel and Mrs. Charles A. Lind-

bergh and was awarded the Pulitzer Prize in May, 1936, for this reportorial achievement. Mr. Lyman first met Colonel Lindbergh in 1927 when the famous flyer was plain Charles A. Lindbergh, aviator, and the two men established cordial relations because Mr. Lyman, then reporting for the New York Times had treated Lindbergh with exceptional courtesy and consideration. The aviator expressed his thanks and promised to return the favor sometime in the future. That sometime came 10 years later when Mr. Lyman obtained the biggest scoop of the year as the Lindberghs quit the United States to establish their residence in England.

★ ★ ★

Eagle Lock Nets 15.8¢ Per Share.

The Eagle Lock Company of Terryville, Connecticut, reporting for the year ended June 30, showed a net profit of \$12,695, equal to 15.8 cents a share before payment of dividends amounting to \$78,266. Surplus, as of June 30, amounted to \$2,168,948, a reduction of \$65,570 from the total of \$2,234,519 a year ago.

The company's net sales totaled \$1,250,769 and other income of \$62,587 brought total income of \$1,313,356. Materials, labor and factory expense totaled \$1,021,324. Selling, administrative and general expenses were \$370,888 and total expenses \$1,392,212.

The company's balance sheet shows cash of \$202,463 compared with \$55,082 a year ago.

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Death of George A. Prior. George A. Prior, 68, of 284 North Main Street, West Hartford, an incorporating member of the Gray and Prior Machine Company, died at the Hartford Hospital, Monday afternoon, August 1.

As a young man, Mr. Prior learned the machinist's trade with the Pratt & Whitney Company, and later served as a toolmaker, foreman and superintendent with several other firms. Early in his career, he demonstrated unusual ability as a designer of special machinery and tools, and his work in the automobile and marine gas engines was outstanding.

He and Robert W. Gray incorporated the Gray and Prior Machine Company, January 1, 1900 to make marine engines. At one time they manufactured the Hartford Engine, an outboard motor which was known throughout the country, but in recent years this was discontinued. He was

also a vice president of the T. B. Simonds printing establishment, until recently. He was also a member of the Sons of the American Revolution.

Besides his wife, Mrs. Anna E. (Sall) Prior, he leaves a son, George A. Prior, Jr.; a daughter, Margaret Anderson Prior, both of West Hartford; and a sister, Mrs. Hans J. Koehler, of Marlborough, Mass.

The funeral was held at the funeral home of Newkirk and Whitney. Burial was made in Springdale Cemetery, Warehouse Point.

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Arthur Gordon Retires. Arthur Gordon for many years associated with Gordon Brothers, manufacturers of shoddy of Hazardville, Connecticut, has recently retired from business.

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New Haven Chapter Elects Officers. The New Haven Chapter of the National Association of Cost Accountants has recently elected officers and directors for the coming year, as follows: President, G. W. Rood; Vice Presidents, F. F. Hollowbush and C. A. Stephan; Treasurer, R. J. Bernard; Secretary, E. A. Wall; Assistant Secretary, V. P. Smith.

Directors elected include M. Baldini, E. P. Dolliver, F. H. Hall, J. H. Rafford, L. K. Burwell, W. H. Frost and E. I. Petze.

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For several weeks, the New Haven Chapter has been working on the year's program and is understood to have signed up many excellent speakers. The annual Fall Outing is scheduled for September 10 at Giant Valley Country Club where clam chowder will be served at 12 p. m. The afternoon will be devoted to golf and a variety of sports with dinner scheduled at 6:00 p. m.

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Bird Celebrates Anniversary. Viggo E. Bird, president of the Hartford Electric Light Company and the Connecticut Power Company has just recently celebrated his twenty-fifth anniversary with these concerns.

Employees united in wishing him continued health and prosperity because of his unfailing fairness, coupled with a deep insight into human nature, which endear him to the entire organization. These attributes, according to employees, were largely responsible for the feeling of loyalty which is so characteristic throughout the personnel of both the Hartford Electric Light and the Connecticut Power Company.

Mr. Bird's persistent effort and wise counsel, together with his outstanding executive ability have been credited as those qualities which have safely piloted the organizations through many changes and transformations which have taken place in recent years.

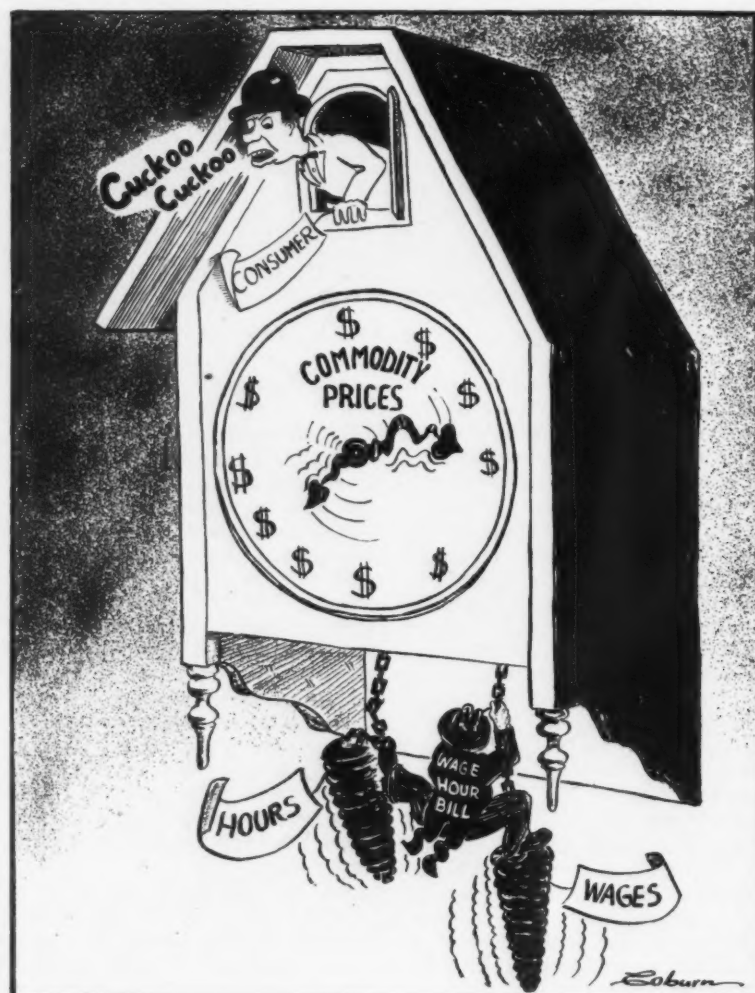
★ ★ ★

An Oversight on Last Month's Front Cover. The cover of the August issue of CONNECTICUT INDUSTRY shows some half dozen tractors pulling Cutaway harrows, made by the Cutaway Harrow Company of Higganum, Connecticut, whose story was featured in the August issue. The large harrows immediately following the tractors were of Cutaway manufacture, but we learned too late for mention that the smaller smoothing

harrow behind the Cutaway's were Meeker-Jelliff type harrows which are produced by the C. O. Jelliff Mfg. Corporation of Southport, Connecticut, the only other Connecticut manufacturer, known to us, in the state producing harrows.

★ ★ ★

Dower Accepts Chamber Post. William A. Dower, known intimately to hundreds of industrial executives and business associates and friends throughout the state, began his new duties as executive vice president of the Hartford Chamber of Commerce, after more than 15 years of service as an executive staff member of the Association. He had accepted the offer of the post late in July, succeeding H. Nelson Street, who had resigned after



WHO'S Cuckoo?

a short service period of three months.

Mr. Dower came to the Association, April 16, 1923, as assistant Industrial Secretary after receiving a broad classical training at St. Mary's University in Baltimore, a master's degree from Harvard Graduate Business School and reportorial experience on the Wall Street Journal. Almost from the start of his service at the Association, he did membership promotion work throughout the state both through personal solicitation and public appearances at large meetings of industrialists.

Applying himself along the lines for which he was so eminently fitted by training, he soon became well versed in Workmen's Compensation Law and in both federal and state tax law and procedures. For the past ten years since he succeeded H. J. Smith as Industrial Secretary, he has been widely recognized throughout Connecticut as an authority in these fields as well as in



William A. Dower

the field of industrial relations. He utilized his natural bent and legal training in the authorship of articles, speeches and treatises dealing with the National Labor Relations Act, legal obligations of industries in Connecticut, strikes and apprentice training.

Concerning him President Hubbard gave his views shortly after his resignation to the Board of Directors assembled, August 8, 1938, in part, as follows: "... He began as assistant industrial secretary. We liked him instantly. Very shortly we realized he had unusual ability.

"Mr. Dower rose not only in our esteem but in the esteem of every

manufacturer in the state as time went on. He applied himself to the problems of the Association until today he is recognized as an expert on corporate tax matters, and on workmen's compensation law, and has shown unusual ability in the handling of industrial relations matters, particularly during recent difficult years. I know of no one whose loyalty to the Association, to his associates, and to me is more deeply rooted. We are mighty sorry to lose Mr. Dower, who, as you know, is assuming the executive vice presidency of the Hartford Chamber of Commerce very shortly, but in fairness to him, because of the opportunities which his new position affords him, we must reluctantly accept his resignation.

"I, therefore, propose to you the following resolution and thereafter shall make recommendation as to a leave of absence:

"RESOLVED that the Board of Directors of the Manufacturers Association of Connecticut, Inc., desires by this expression to attest its appreciation of the loyal and able service of William A. Dower on the headquarters staff of the Association for upwards of fifteen years, during which he displayed an uncommon capacity for the varied work involved in the conduct of a cooperative organization.

"Enterprising, resourceful, versatile and tactful, he made notable contributions to the progress of the Association. With a bent for teamwork, he combined qualities of leadership, salesmanship and facility of expression. A man of high principles, unquestioned integrity and serious purpose, he has given an unwavering loyalty to his superiors, to his colleagues, and to the policies of the Association. He has won and held general respect and affection.

"The members of the Board, while regretting his departure, extend to him their warmest wishes for success and happiness in his new post and in the discharge of its larger responsibilities."

There is little we, of the staff can add to the well chosen words in the resolution unanimously approved by the Board, except that we shall miss his presence among us, his suggestions and his all-round spirit of cooperation. Beyond that our hope and confidence spell an enlarged success in the discharge of his larger responsibilities as executive vice president of the Hartford Chamber of Commerce.

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DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

Keeping Management Informed.

The first thought in considering reports for management brings to mind the two basic reports, namely, the balance sheet and the statement of financial operations. All activities in any branch of the organization must be reflected in either one or both of these two statements and any reports which may be made relating either to factory, commercial or other functional activities, are merely supplemental to these two statements. It is the concern of any accountant to know how any and records or reports dovetail with the picture presented by these two principal reports to management.

In order to supply the required statistical control data and reports to executives, it is fundamental that basic data be adequate to meet the needs. The initial records at the source include: (1) factory time records of labor, (2) distribution of salaries, (3) vendors' invoices of materials purchased or expense incurred, (4) customers' invoices covering merchandise shipped, and (5) journal entries.

Given these basic records, the accumulation, distribution and grouping of them into more comprehensive records and reports is limited only by the adequacy of the classification of accounts. The classification of accounts merely provides for an analysis of capital invested and permits an accumulation of a running record of results accomplished by this investment. Thus, each time ticket originating in the factory, each vendor's invoice for material purchased or expense incurred, and other basic records find their way through the classification of accounts into the balance sheet and the statement of financial operations. We cannot hope to supply management with intelligible reports nor can we hope to interpret the information accumulated unless the basic data reported is carefully accumulated through an adequate system of accounts. The information disseminated can be no better than the quality of the data supplied at the source. This is more or less axiomatic.

Management is entirely too busy to be burdened with an endless amount of detail in reports submitted to it.

The accountant should endeavor to prepare reports on the broader aspects and to direct attention to weak spots. Management is or should be concerned with the control of all functional activities operating at the greatest efficiency to permit an adequate return on the capital invested—a necessary essential if management is to fulfill its obligation to the stockholders.

It has often occurred that management is involved in consideration of too much detail which should be left to the accountant, and the accountant in turn is not sufficiently informed as to what management needs or its objectives. It seems that there is some need for education on both sides in order to determine what should be supplied to management for the purpose of control and what detail should be left to the accountant to supplement the information furnished when required.

Summing up, it is essential in order to supply useful reports and information to management that:

1. Adequate basic records are a prerequisite in order to make available any information that can be relied upon.
2. An adequate classification of accounts is essential if the information made available in the basic records is to be accumulated under proper subdivisions and groupings to permit an intelligent analysis of results.
3. An appreciation of management's viewpoint and of some of its problems is essential if we are to furnish it with useful information.
4. A good budget system is invaluable since it represents a program or a plan for a year or a period by which results may be judged.
5. A system of reports must be developed to meet the needs of the situation and should be sufficiently flexible to keep pace with changing conditions.
6. None of the foregoing essentials are of much value unless the information accumulated and disclosed is interpreted by assembling all of the facts and subjecting them to a thorough analysis with some defi-

nite recommendation, when they can be made, as to what action should be taken.

7. Reports should not be voluminous.
8. Finally, all of the foregoing is futile if it does not result in action on the part of the management.

★ ★ ★

Cost Accountants Resume Meetings. Hartford Chapter, N.A.C.A., will hold its opening meeting on Tuesday, September 20. "Forecasting for Control" will be the topic of discussion, and Mr. Frank Klein of the Worthington Pump Machinery Company has been secured as the speaker.

Transportation

Council Formed by Private Truck Owners. A National Council of Private Motor Truck Owners was organized at a meeting held in Washington, D. C. on July 28 under the leadership of Arthur C. Butler, organizing secretary, and an organizing committee composed of Fred Brenckman, The National Grange; P. H. Ducker, Automotive Council, California; Robert C. Hibben, International Association of Ice Cream Manufacturers; O. M. Kile, Mail Order Association of America; F. E. Mollin, American National Live Stock Association; R. J. O'Hare, International Association of Milk Dealers; John B. Pymer, American Bakers Association; and J. F. Winchester, American Petroleum Institute.

At their first meeting, Norris W. Ford, traffic manager of the Association, was unanimously named a director to represent Connecticut and New England industrial owners and operators of trucks.

The purpose of the Council is to promote the safe and economic use of highway transportation by agriculture and industry in private motor trucks and to cooperate with existing organizations and groups having similar objectives. The Association's principal office has been located in Washington, D. C.

Those eligible for active membership include trade associations, fleet owners and state private motor truck associations or private carrier divisions of state truck associations, dues of the first two being based on a sliding scale of trucks owned by members or trade associations and by fleet owners, and

the latter at a flat rate. Dues of associate members are also on a flat rate basis.

The proposed activities of the new national group have been divided into classes—those requiring immediate attention and those, while important, which do not demand immediate action. Among those immediate problems that require the attention of the private carrier group and for which committees will be appointed to deal with them are: assimilation of views of members relative to Federal regulation of hours of service and standards of equipment of private motor carriers; consideration of procedure in presenting views at the Interstate Commerce Commission hearings on this subject; analysis of those existing state laws or legislative proposals that might be construed to bring the private carrier under public utilities commission regulation the same as for-hire carriers; preparation of material for presentation before state commissions and legislative bodies during the 1939 sessions of State Legislatures; establishment of organization's position with respect to national standards and sizes and weights.

Among the problems of a less urgent nature which are considered extremely important are: study of means to determining uniform method of taxing motor trucks in order to arrive at an equitable tax on private motor trucks, graduated either on a basis of gross weight or carrying capacity; position with regard to reciprocity and state port of entry laws; promotional activity to enhance safety record of private motor truck operators; establishment of position with regard to dedication of all funds collected from special motor truck taxes to construction and improvement of roads in the interest of safety.

★ ★ ★

Bituminous Coal Commission Orders Weighted Average After Hearing. The National Bituminous Coal Commission after hearings held in Washington on July 6 to 23 relative to the cost of producing coal for the years 1936-1937 for Districts Nos. 1 to 15 inclusive, made effective by its Order No. 240, determined at its session of August 10, directed each District Board to determine the weighted average of the total costs of the ascertainable tonnage produced within its respective district in the calendar year 1935; and to adjust the average cost so determined as may be necessary

to give effect to any changes substantially affecting costs, exclusive of seasonal changes, which may have been established since January 1, 1936. It directed also that such determinations be submitted to the Commission together with the computations upon which they are based.

The Bituminous Coal Commission therefore orders that the weighted averages of the total costs, as herein determined, shall be taken as the basis, to be effective until changed by the Commission, for the proposal and establishment of minimum prices in accordance with further order of the Commission. In addition thereto the district board may include a similar listing subdivided according to producing sub-districts or according to any other subdivision desired.

Further details and information will be furnished by the Association's traffic department on request.

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Truck Strike Conviction Upheld. The conviction of John J. Murphy, former business agent of the local truck drivers union, on charges of conspiracy to commit breach of the peace

and intimidation during the strike of truck drivers last fall, was upheld Tuesday July 19th by the Supreme Court of Errors in an unanimous decision. Justice Allyn L. Brown wrote the opinion which held that the trial judge's charge was "most carefully prepared, logically arranged and clearly expressed . . ."

★ ★ ★

Buffalo Freight Rate Complaint Hearing Ended. At 4 p. m., Friday, July 22, the Northern group completed its testimony in defense of the complaint filed by the Southern Governors' Freight Rate Conference. The hearings were in progress at the Statler Hotel, Buffalo on July 12.

The Southern Governors' Freight Rate Conference sought in its petition northbound rates from points of production in the South to the heavy consuming market in Official Territory on the same mile-for-mile basis that apply within Official Territory. If approved by the Commission, this would create an artificial advantage for the South to which it is not economically entitled.

In defense of the present rate status

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Northern interests pointed out that the South already enjoys many economic advantages that have induced manufacturers to locate in that section to an ever increasing degree. Elaborate exhibits were introduced to prove that the cost of operating railroads in the South is greater than in the North and that the Southern carriers could not exist on the basis of an equality of rates with those in effect in the North.

Certain economic testimony dealing with the cost of living, etc. in the two respective sections of the country was introduced under protest with the understanding that its admissibility will be argued before the entire Commission.

Four of New England's governors were present at the hearing or had statements read into the record by authorized representatives. Governor Cross made a distinct contribution to the defense by his statement made in person.

Norris W. Ford, the Association's traffic manager, who attended both the Birmingham, Alabama and the Buffalo hearings, is of the opinion that an adequate defense was presented by Northern interests, particularly New England, and that the Commission can scarcely establish any new rate making principles as a result of this proceeding that would permit a general application of rates on commodities other than those enumerated in the complaint on a level lower than that which exists at the present time.

★ ★ ★

Connecticut Company's Plans Heard by PUC. The Connecticut Company's plan of reorganization went before the Federal District Court, sitting jointly with the State Public Utilities Commission on August 10.

George T. Carmichael testifying regarding details of the reorganization plan, said the state-wide trolley system was prepared to make cash payments of claims amounting to approximately \$825,000 and explained how the company's gross debt would be greatly reduced by the "New Haven" Railroad surrendering large claims against the company. The plan calls for payment of allowed claims for administration expenses, personal injuries, taxes and notes held by the Second National Bank of New Haven and a claim of the Connecticut Railway and Lighting Company.

Joseph L. Martin, attorney for the latter firm, filed an objection because

the plan called for no payment of \$90,000 interest on the Connecticut Railway and Lighting Company's claim of \$413,000 which arose from the cancellation of its lease by the Connecticut Company. According to Mr. Carmichael, the New Haven road would be willing to surrender debentures of \$20,123,000 par value, stocks with a par value of \$19,877,000 and demand notes totaling \$3,918,023.98. In return, he said, the railroad would accept \$5,000,000 in fixed interest debentures, class "A" stock with \$2,000,000 par value and \$100,000 in class "B" stock of no fixed par value.

President Palmer of the New Haven presented brief testimony at the hearing to the effect that the Connecticut Company's plan was agreeable to the New Haven Road.

★ ★ ★

Important Railroads Consider Store Door Cancellation. A number of important railroads in the Eastern Territory have recently decided that free store door pick-up and delivery service, which has been in effect for nearly two years, has proved so unprofitable that they propose to abandon it. Among the carriers holding this view are the New York Central Railroad

and affiliated lines, Delaware and Hudson, Boston and Maine, Maine Central, Boston and Albany and Central Vermont.

The New York Central system, including the Boston and Albany Railroad, will continue to perform a pick-up and delivery service at the request of the shipper at a charge varying from 6½ cents to 10 cents per hundred pounds. Provision for these charges is contained in Agent I. N. Doe's Tariff I. C. C. No. 345. Another tariff issued by Agent Doe (I. C. C. No. 343) will provide for store door pick-up and delivery service at stations on the Boston and Maine and other northern New England Railroads at additional charges over the line haul rates varying from 5 cents to 10 cents per hundred pounds. It is proposed to effect the cancellation of the present free collection and delivery service on August 15, which is likewise the date set for the establishment of the charges for these services.

To date there is no proposal to change in any way the free pick-up and delivery service or allowance in lieu thereof by the New Haven Railroad. The Pennsylvania Railroad, a pioneer in this field, has made known its intention of continuing to perform this service at no additional charge.

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• HINTS *For* EXPORTERS



Get Acquainted With Your Foreign Clients

By H. G. FARWELL, *Export Manager,*
Winchester Repeating Arms Co., New Haven

Editor's Note. This is the fifth article in a series by veteran export managers. Mr. Farwell is also a veteran member of the Association's Foreign Trade Committee.

THE old adage, "IF YOU WANT A THING DONE, GO, IF NOT, SEND" seems to apply to export sales as well as to any other activity. It is most certainly interesting to experience the difference in atmosphere which is created by a personal visit to your prospective customers in whatever land they may be. It is only natural, that greater confidence develops with better acquaintance, and with more confidence, the commercial conditions always improve, so that it seems that the one thing above all others to be striven for by export sales executives is a personal acquaintance with the firms and personnel of their clients in foreign lands.

Language difficulties nowadays are less than ever before, and one has only to experience a few instances to realize that after all, language is only one of the minor handicaps to be overcome in handling overseas business affairs, and it has often been remarked, that in case business was possible, the language difficulty was already overcome.

A study of the market requirements, and the noting of differences between the domestic or home market demands, and those of any other land also is important and instructive, and very often leads to development of features in the whole line of products which not only improve sales but widen the scope of their application domestically as well as in other markets. How often for example has a change in method,

form or color of packaging alone led to improved sales figures.

One of the features of export trade so called, the writer believes, should be given more careful consideration than has previously been evidenced. He refers to the fact that an export trade can never long be a one way street. In order to have more free interchange of trade which automatically means greater export trade possibilities, it is just as necessary that we as a country pay some attention to our import problems, and that we bend every effort to increase import possibilities.

I wonder how many of the readers of this article have ever tried to do an export business by means of an interchange of goods? In other words, a barter transaction. There seem to be so many specialists in the handling of imported goods, that when these goods are imported by any other medium than by these importers, the possibility of turning goods into currency becomes one of considerable detail, and not to say the least, difficult.

I often wonder also, whether any of us have stopped to consider what the position would be if our United States dollar were not acceptable at practically its face value world over. If for example, the normal cost of a Swiss franc were \$.25, but due to the peculiarities of the trade conditions we found that in order to purchase a Swiss franc we were obliged to pay \$.45 for it. What would be the effect on our purchase of Swiss cheese? Further than this, to carry the illustration no further than is at present effective in some parts of the world, what would our reaction be if we went to our bank to buy Swiss francs, to pay for our cheese, and were told that there were

none available? How then would we be able to pay for it?

It should never be forgotten that there are products which each country can produce to better advantage than they can be produced elsewhere, and in order that the world at large may benefit from such production, those countries best producing should be given the opportunity to produce up to their capacity.

There has arisen in the last number of years, a criticism levied at the duties which have been imposed in the last 15 to 20 years by countries who previously only had a normal duty or none at all, and we find these countries today, looking to their duties on imported merchandise to give them national revenue, of more importance than ever before. We feel that criticism of these countries' policies in this direction should not be taken too seriously by exporters, for after all, one has only to look into history to find that we ourselves might be considered the leaders in this policy.

The solution of Export Trade is not an easy one, nor should it be considered as a road to high profits, and easy money. There are peculiarities in respect to foreign trade as a whole which make it extremely interesting, and constitutes a field of endeavor which most certainly widens one's knowledge of markets of products, their uses and application. This knowledge can be, and is made use of by the manufacturers of this country, but a suggestion relating to Export Trade Development might be couched in the words of another old adage, "LIVE AND LET LIVE".

★ ★ ★

France Revises Trade Pact. France has recently revised trade supplementary quotas in accord with the agreement with the United States as follows; reductions on radio tubes from 9,900 pounds to 220 pounds; on printing presses from 220,000 pounds to 1,100 pounds; on radio apparatus and parts from 122,760 pounds to 220

pounds. These changes are slight as the basic quotas remain respectively at 84,480 pounds, 948,640 pounds and 750,640 pounds. Increases in supplementary quotas were made on domestic type electric refrigerators from 110,440 pounds to 770,440 pounds; and on typewriters and parts from 44,000 pounds to 154,000 pounds. The basic quotas are respectively, 1,869,560 pounds and 1,869,560 pounds.

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Certification Needed on Turkish Shipments. Through the Turkish Consul General in New York we have just been advised that shipments are being made to Turkey without consular certificates of origin, and have requested that interested shippers be advised that certificates of origin must be legalized by the Turkish Consulate in order to be valid. The Consul General has pointed out that the lack of consular certificates may result in inconvenience to the importer.

★ ★ ★

Uruguayan Exchange. The exchange situation between the United States and Uruguay continues to be unsatisfactory. It is doubted whether permits for new imports will be granted for several months unless there is an increase in American purchases of Uruguayan wool and other products. There is said to be enough American merchandise now in the warehouses in Uruguay to exhaust all quota allotments for many months to come. Delays in exchange are said to be serious and little credit is being granted by exporters.

★ ★ ★

Turkish Exchange Situation. At this writing (August 16) there is no definite indication as to when Turkey will resume foreign exchange payments or as to what its future exchange policy will be. However, it is hoped that the seasonal upturn in Turkish exports during the last quarter of the year will result in some improvement, but the Government has thus far, given no indication of its intentions concerning exchange.

As previously reported by the Hartford Cooperative Office of the Bureau of Foreign and Domestic Commerce, located at Association headquarters, the present situation results in the fact that Turkey is extremely short of foreign exchange. Its trade with the United States during the first four months of 1938 shows an import ex-

cess of £T.4,788,055 as compared with an export excess of £T.661,142 during the corresponding period last year. The only dollar payments now being made are small daily allotments for imports of petroleum products. The only way American exporters of other commodities can do business with Turkey at present is to release shipments against deposits of Turkish pounds in the hope that exchange will ultimately be released. A few American firms are following this practice, but the bulk of American export trade with Turkey has ceased for the time being.

★ ★ ★

R. T. Treaty Negotiations with Ecuador Completed. The State Department at Washington has just recently announced the completion of negotiations between the United States and Ecuador under authority of the Trade Agreements Act of 1934. The agreement will come into force on the 30th day following its proclamation by the President of the United States and Supreme Chief of the Republic of Ecuador, and will remain in force until six months after notice of termination has been given by either country, subject under exceptional conditions to earlier termination. Reductions were made in the United States tariff on approximately 16 items including hats and hoods, raw reptile skins, sawed balsam lumber and timber, balsam wood in the log and rough or planed balsam lumber.

Reductions in the Ecuadorian tariff include dentrifices, pharmaceutical products, artists' tools, agricultural hand tools, engines and industrial machinery, hand sewing machines, sewing machines in general, typewriters and parts, storage batteries and parts, automatic refrigerators and parts, dry batteries and parts, inner tubes, automobile tire casings and solid tires and silk and rayon hosiery.

Further information regarding details of the treaty may be secured by writing the Association's foreign trade department.

★ ★ ★

U. S. Continues Russian Agreement. The commercial agreement between the United States and the Union of Soviet Socialist Republics, which was proclaimed and became effective on August 6, 1937, was continued in force for another year.

The Soviet Government has informed the American Government that the Soviet Economic organization in-

tends to purchase during the next 12 months American goods to the value of at least \$40,000,000.

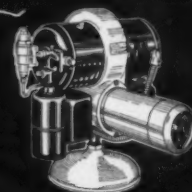
The United States undertakes to continue to accord to the commerce of the Soviet Union unconditional most-favored-nation treatment, with a reservation on Soviet coal, shipments of which to the United States are not to exceed \$400,000 in value. Under this agreement, therefore, the Soviet Union will continue to receive the benefits of concessions granted by the United States in Trade Agreements entered into under the Authority of the Trade Agreements Act.

ARE THEY PLANNING TO REGULATE PRIVATE INDUSTRIAL TRUCKS?

(Continued from Page 1)

The whole situation is one that warrants careful consideration on the part of industry, not alone because of the implied restriction in the use of a recognized facility of industry, but in consideration of the broader principle that is involved.

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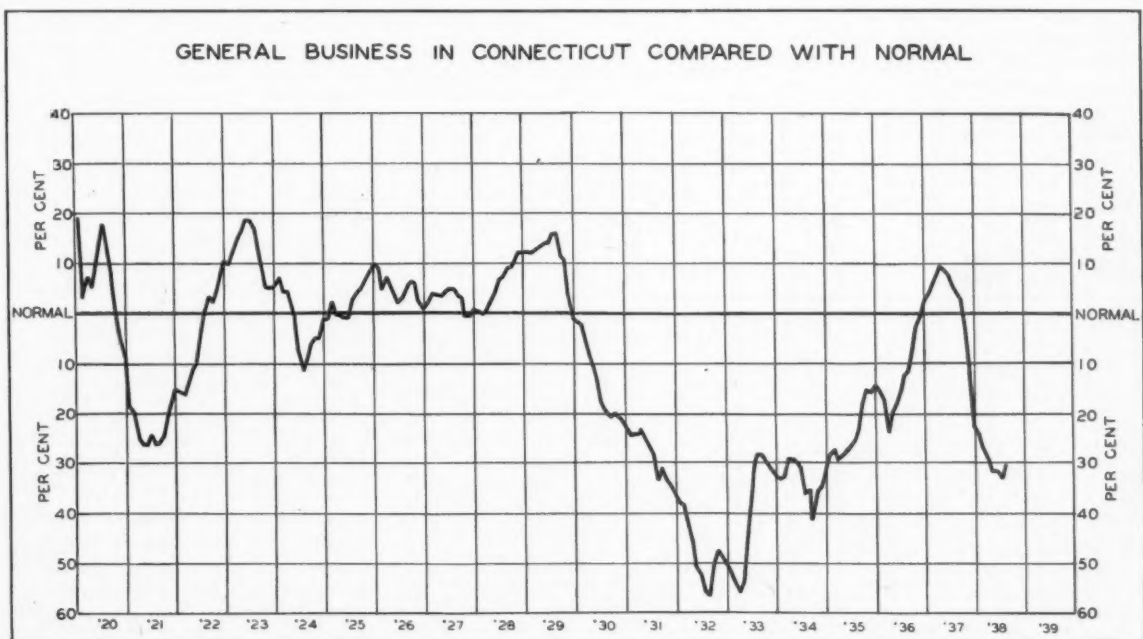
General Summary. During July business activity in Connecticut increased for the first time since April, 1937, the general index standing at approximately 30.5% below the estimated normal compared with -33.5% for June. Most of the components of the general business index rose slightly, reflecting the improvement in business sentiment which became apparent in the latter part of June. Operations in the manufacturing industry showed a contra-seasonal gain, the adjusted in-

36% below normal. Electric power production and freight carloadings both experienced moderate improvement and the textile industry as a whole was more active. Operations in the iron and steel industry increased due in part to orders from construction groups but principally from miscellaneous industries rather than any large orders placed by the automotive or railroad equipment industries. Automobile production declined to less than 14,000 cars per week as one of the major pro-

showed the largest rise, from 88.5% to 89.3% of the 1926 average.

The cost of living in the United States during July showed a slight change downward from June. Food and rents declined fractionally.

Financial. During the four weeks ended August 6 the number of business failures in Connecticut dropped 5% below the corresponding period last year and gross liabilities of failures dropped 20% below last year. During



dex of the number of man-hours worked in factories rising for the first time since July, 1937, and the index of factory employment also increasing. Building construction work in progress continued the gradual rise started in June and stood at 41% below the estimated normal. Freight carloadings originating in Connecticut cities continued the upturn started in May, rising almost 4 points over the June figure to 35.8% below the estimated normal. Activity in Connecticut cotton mills showed less than the usual seasonal decline for the period.

Business activity in the United States during July increased approximately 4 points over June to stand at

ducers shut down to prepare for work on 1939 models. Retail sales of automobiles in July, however, showed an increase over June. The New York Times Weekly Business Index advanced during July and during the week ended August 6 reached the highest level attained this year. Data for the first half of August indicate a somewhat smaller increase for the month as a whole than occurred in July.

The index of wholesale prices compiled by the U. S. Bureau of Labor Statistics continued slightly upward for the four weeks ended August 6. The price of farm products dropped 1% and food prices were off 0.1%. The index for building materials

the same period the number of new corporations formed declined 35% while the amount of capital stock involved was 50% lower. July sales of real estate ran above June but were 5% below the same 1937 period. The aggregate value of mortgage loans was 4% below the corresponding period last year.

Construction. The volume of new construction work awarded in Connecticut during July was approximately the same as last year.

Based on data for the first three weeks of July, the average daily value of residential building contracts awarded in 37 eastern states, after correction

for seasonal variation, was the highest since January, 1937. However, the value of contracts awarded for all buildings dropped 13% below June, and was 32% below July of last year due to a reduction of 44% in new public work and utility projects and a decrease of 47% in "all other" building.

Labor and Industry. The composite picture for activity in the manufacturing industry during July showed definite gains in man-hours worked as well as in factory employment, the expansion in both instances being contrary to the usual seasonal pattern. Of the cities for which data are available, Bristol, Hartford, and New Haven reported increases in the number of man-hours worked over June while New Britain, due to the temporary closing of several plants because of vacations, reported a sharp decrease. All cities continued to show substantial decreases from the corresponding month last year, losses of about 30% occurring in Hartford and New Haven, a loss of 51% in Bristol, and a loss of 56% in New Britain. Except for a rather sharp decrease in Stamford, factory employment in the various cities approximated or showed an improvement over June, the more pronounced increases over June occurring in Bristol, New Haven and Waterbury.

Trade. Retail trade in the United States improved somewhat during July despite weather conditions, the season of the year, and a certain let-down in buying sentiment. The adjusted index of sales by department stores rose to 85% of the 1923-1925 average as compared with 82% for June and 94% for July, 1937. The decline in retail prices during the month was the smallest since the same time last year. Buying for fall was restrained pending proof of consumer demand.

Transportation. The index of freight carloadings originating in Connecticut stood at 35.8% below the estimated normal in July compared with -39.4% for June and -16.9% for July, 1937. Shipments of automobiles on the New Haven Road declined 79% from a year earlier. Carloadings of building materials fell off only 18% and showed an unseasonal rise over the previous month. The movement of merchandise in less-than-carload lots was 20% less than last year while loadings of bituminous coal fell 35% below 1937.

MEMO PAD

Editor's Note. The following notes are reminders of the most important bulletins mailed to members from July 25 to August 17.

Proposed Abandonment of the Store Door Pick-Up and Delivery Service by New England Carriers Except the New Haven Railroad. Transportation Bulletin No. 571, dated July 28, 1938. Tells of abandonment of these free services on August 15 by practically all Eastern Roads except the New Haven and Pennsylvania.

Tax Reminders. Taxation Bulletin No. 159, dated July 29, 1938. Subjects covered in bulletin include: New Developments Under D. C. Privilege Tax; Dead Line on Capital Stock Tax; Regulations on Excess-Profits Tax; Rules on Extension of Time for Deficiencies; Tax Treatment of Employees' Stock Bought Below Market.

Nominating Committee. General Bulletin No. 654, dated August 1, 1938. Bulletin lists names of nominating committee designated to prepare list of nominees for officers and directors to be elected at the annual meeting of the Association this fall.

Here are Four Inserts for Your Red Book. Manual Instruction Sheet No. 13, dated August 3, 1938. To this bulletin are attached four inserts of eight pages of new copy for the manual entitled "Manufacturers' Obligations Under Connecticut Law."

Cooperation Sought in Connection with Senate Investigation of Profit Sharing Systems. General Bulletin No. 655, dated August 11, 1938. Urges members to give cooperation to the extent of giving data concerning their profit sharing or incentive systems.

A New Manual to be Issued—If You Want It. General Bulletin No. 656, dated August 11, 1938. Describes proposed new method of issuing manual data under one cover rather than under separate covers as done at present.

Reciprocal Tariff Treaty Negotiations with Ecuador Completed. Foreign Trade Bulletin No. 77, dated

August 16, 1938. Tells of completion of negotiations on trade treaty between the United States and Ecuador.



History of the Business Man — Miriam Beard

This is an attempt in a new direction—a biography of a type instead of an individual. The author seeks to present a picture of the BUSINESS MAN, the organizer of economic enterprise, whether in finance, trade or manufacture. How did he acquire his individualistic and Puritanic traits? How did he make and spend his money in booms, and face the tragedies of depression? In what ways did the American or Briton differ from the Italian or Japanese? Where did he derive his character, ethics, concepts, costume and slogans? This book presents an assemblage of facts about the development of the business man and his influence on the rest of society which should prove to be of great interest to business men.

Human Nature at Work — J. L. Shepard

An outstanding book on the problems of personnel work. Although the author's experience is confined to department stores, the principles and methods outlined here are applicable to the selection, training and development of employees in any field of endeavor. Executives concerned with the improvement of methods of industrial relations will find this volume very helpful.

Investment Principles and Analysis — Shaw Livermore

Here is a new kind of book for those with investment problems. It is written for the man who intends to become a professional analyst of security values, as well as the man who needs to know more of the machinery and method of the modern investment process. Special emphasis has been placed on the type of problems encountered in analysis and the methods of attack in actual use.



Ed. NOTE. This department, listing products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. Not finding any given listing, buyers should write this department for further information.

(Adv.)

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|---|--------------------------------|--|--------------------|---|---------------------------|
| Accounting Forms | | Bearings | | John M Russell Mfg Co Inc | |
| The Baker Goodyear Co | New Haven | Norma Hoffmann Bearings Corp (ball and roller) | Stamford | B Schwanda & Sons | Naugatuck |
| Accounting Machines | | The Fair Bearing Co (ball) | New Britain | The Patent Button Co | Staffordville |
| Underwood Elliott Fisher Co | Hartford | New Departure Div of General Motors (ball) | Bristol | Buffing & Polishing Compositions | |
| Acids | | Bells | | Apothecaries Hall Co | Waterbury |
| Naugatuck Chemical (Div of U S Rubber Prod Inc) | Naugatuck & 1790 Broadway | The Gong Bell Mfg Co | East Hampton | Lea Mfg Co | Waterbury |
| Adding Machines | | Sargent and Co | New Haven | Buffing Wheels | |
| Underwood Elliott Fisher Co | Hartford | The N N Hill Brass Co | East Hampton | The Williamsville Buff Mfg Co | Danielson |
| Advertising Printing | | Belting | | Buttons | |
| The Case Lockwood & Brainard Co | Hartford | The Russell Mfg Co | Middletown | B Schwanda & Sons | Staffordville |
| Advertising Specialties | | The Thames Belting Co | Norwich | The Patent Button Co | Waterbury |
| The H C Cook Co 32 Beaver St | Ansonia | The Charles Parker Co (piano) | Meriden | Colt's Patent Fire Arms Mfg Co | Hartford |
| Scovill Manufacturing Co (Made to Order) | Waterbury | Benders Board | | Scovill Manufacturing Co (uniform and tack fastened) | Waterbury |
| Aero Webbing Products | | Colonial Board Company | Manchester | Cabinets | |
| Russell Mfg Co | Middletown | Blower Fans | | The Charles Parker Co (medicine) | Meriden |
| Air Compressors | | Howard Company (cupola fire clay) | New Haven | Cables—Wire | |
| The Spencer Turbine Co | Hartford | Blower Systems | | The Wiremold Co (armored, armored leaded and non-metallic sheathed cable) | West Hartford |
| Aircraft—Repair & Overhaul | | The Spencer Turbine Co | Hartford | Carpet Lining | |
| United Airports Div United Aircraft Corp | Kentschler Field East Hartford | Colonial Blower Co | Hartford | Palmer Brothers Co | New London |
| Airplanes | | Boilers | | Castings | |
| Chance Vought Aircraft Div United Aircraft Corp | East Hartford | The Bigelow Co | New Haven | The Charles Parker Co (gray iron) | Meriden |
| Sikorsky Aircraft Div United Aircraft Corp | Bridgeport | Bolts and Nuts | | The Derby Castings Co (heavy bronze) | Seymour |
| Aluminum Castings | | Clark Brothers Bolt Co | Milldale | The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum) | Meriden |
| Newton-New Haven Co 688 Third Avenue | West Haven | The O K Tool Co Inc (T-Slot) | 33 Hull St Shelton | The Sessions Foundry Co (gray iron) | Bristol |
| Aluminum Forgings | | The Blake & Johnson Co (nuts, machine screw-bolts, stove) | Waterville | John M. Russell Mfg Co Inc (brass, bronze and aluminum) | Naugatuck |
| Aluminum Goods | | Bottle Bobbins | | McLagon Foundry Co (gray iron) | New Haven |
| Scovill Manufacturing Co (small) | Waterbury | Sonoco Products Co (Climax-Lowell Div) | Mystic | Newton-New Haven Co (zinc and aluminum) | 688 Third Ave West Haven |
| Aluminum—Sheets & Coils | | Box Board | | The Greist Mfg Co (white metal, slush, permanent moulds) | 503 Blake St New Haven |
| United Smelting & Aluminum Co Inc | New Haven | National Folding Box Co | New Haven | Scovill Manufacturing Co (brass and bronze) | Waterbury |
| Ammunition | | New Haven Pulp & Board Co | New Haven | Vanadium Metals Co (brass, bronze and aluminum) | |
| Remington Arms Co Inc | Bridgeport | Robertson Paper Box Co | Montville | Union Mfg Co (gray iron) | New Britain |
| Aromatics | | The Lydall & Foulds Paper Co | Manchester | Wilcox Crittenden & Co Inc (gray iron and brass) | Middletown |
| Naugatuck Chemical (Div of U S Rubber Prod Inc) | Naugatuck & 1790 Broadway | Boxes—Paper—Folding | | Castings—Permanent Mould | |
| Artificial Leather | | Atlantic Carton Corp | Norwich | The Bradley & Hubbard Mfg Co (zinc and aluminum) | Meriden |
| Zapon Div, Atlas Powder Co | Stamford | S. Curtis & Son Inc | Sandy Hook | Chain | |
| Asbestos | | M. S. Dowd Carton Co | Hartford | John M Russell Mfg Co Inc | Naugatuck |
| Rockbestos Products Corp (insulated wire, cable and cords) | New Haven | National Folding Box Co (paper folding) | New Haven | Chains—Bead | |
| The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick) | Bridgeport | The New Haven Pulp & Board Co | New Haven | The Bead Chain Mfg Co | Bridgeport |
| Assemblies, Small | | Robertson Paper Box Co | Montville | Chemicals | |
| The Wallace Barnes Co Div, Associated Spring Corp | Bristol | Brake Lining | | Naugatuck Chemical (Div of U S Rubber Prod Inc) | Naugatuck & 1790 Broadway |
| Automobile Accessories | | Colt's Patent Fire Arms Mfg Co | Hartford | Apothecaries Hall Co | New York |
| The Rostand Mfg Co (windshields, seats, and body hardware) | Milford | The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial) | Bridgeport | MacDermid Incorporated | Waterbury |
| The Wiremold Co (automobile loom & windshield wiper tubing) | West Hartford | Brass and Bronze | | American Cyanamid & Chemical Corp | |
| Automotive Friction Fabrics | | The American Brass Co (sheet, wire rods, tubes) | Waterbury | Chloride of Lime | |
| The Russell Mfg Co | Middletown | The Bridgeport Rolling Mills Co | Bridgeport | The Skat Co | Hartford |
| Automotive & Service Station Equipment | | The Bristol Brass Corp (sheet, wire, rods) | Bristol | Chromium Plating | |
| Scovill Manufacturing Co (Canned Oil Dispensers) | Waterbury | The Miller Co (Phosphor bronze in sheets, strips and rolls) | Meriden | Chromium Corp of America | Waterbury |
| Balls | | Brass Goods | | Chucks & Face Plate Jaws | |
| The Abbott Ball Co (steel bearing and burnishing) | Hartford | Sargent and Company | New Haven | Union Mfg Co | New Britain |
| The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, aluminum) | Hartford | Scovill Manufacturing Co (To Order) | Waterbury | Clamps—Wood Workers | |
| Barrels | | Bridgeport Brass Co | Bridgeport | Sargent and Company | New Haven |
| The Abbott Ball Co (burnishing and tumbling) | Hartford | Scovill Manufacturing Co | Waterbury | Clay | |
| The Hartford Steel Ball Co (tumbling) | Hartford | Brass Stencils—Interchangeable | | Howard Company (Fire Howard "B" and High Temperature Dry) | New Haven |
| Bathroom Accessories | | The Fletcher Terry Co Box 415, Forestville | New Britain | Cleansing Compounds | |
| The Charles Parker Co | Meriden | Brick—Building | | MacDermid Incorporated | Waterbury |
| | | The Donnelly Brick Co | New Britain | Clocks | |
| | | Bricks—Fire | | The Ingersoll-Waterbury Co | Waterbury |
| | | Howard Company | New Haven | Clutch—Friction | |
| | | Brooms—Brushes | | The Carlyle Johnson Mach Co (The Johnson) | Manchester |
| | | The Fuller Brush Co | Hartford | Comfortables | |
| | | Buckles | | Palmer Brothers Co | New London |
| | | The Hatheway Mfg Co (Dee Rings) | Bridgeport | Conduits | |
| | | The Hawie Mfg Co | Bridgeport | The Wiremold Co (flexible steel and non-metallic flexible) | West Hartford |
| | | The G E Prentice Mfg Co | New Britain | | |

IT'S MADE IN CONNECTICUT

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|---|------------------------------------|---|----------------------------|---|------------------------------------|
| Cones | | Electric Heating Element & Units | | Gauges | |
| Sonoco Products Co (Climax-Lowell Div) | Mystic | Rockbestos Products Corp (asbestos insulated) | New Haven | The Bristol Co (pressure, vacuum, indicating, recording and controlling) | Waterbury |
| Consulting Engineers | | Electrical Instruments | | Gears | |
| The Stanley P Rockwell Co Inc (Consulting) | Hartford | The Bristol Co | Waterbury | The Snow & Petrelli Mfg Co (reverse and reduction) | New Haven |
| Contract Manufacturers | | Electric Panel Boards | | Glass Coffee Makers | |
| The Greist Mfg Co (metal parts and assemblies) | 503 Blake St New Haven | The Plainville Electrical Products Co | Plainville | The Silcox Co | 80 Pliny St Hartford |
| Copper | | Electric Wire | | Glass Cutters | |
| The American Brass Co (sheet, wire, rods, tubes) | Waterbury | Rockbestos Products Corp (asbestos insulated) | New Haven | The Fletcher Terry Co | Box 415, Forestville |
| The Bristol Brass Corp (sheet) | Bristol | The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) | Hamden | Glass Working Equipment | |
| Scovill Manufacturing Co (pipe and service tubing) | Waterbury | Electrical Control Apparatus | | Golf Equipment | |
| Copper Sheets | | The Trumbull Electric Mfg Co | Plainville | The Horton Mfg Co (clubs, shafts, balls, bags) | Bristol |
| The New Haven Copper Co | Seymour | Electrical Control Equipment | | Graphite Crucibles & Products | |
| Copper Shingles | | Colt's Patent Fire Arms Mfg Co | Hartford | American Crucible Co | Shelton |
| The New Haven Copper Co | Seymour | Electrical Goods | | Grinding | |
| Copper Water Tube | | A C Gilbert Co | New Haven | Centerless Grinding Works (production & custom) | 70 Knowlton St, Bridgeport |
| Bridgeport Brass Co | Bridgeport | Colt's Patent Fire Arms Mfg Co | Hartford | Grinding Wheels | |
| Corrugated Paper & Fibre Products | | Electrical Switches | | The Bridgeport Safety Emery Wheel Co | 1302 W Broad St Bridgeport |
| The Danbury Square Box Co | Danbury | Colt's Patent Fire Arms Mfg Co | Hartford | Hardware | |
| Cork Cots | | Elevators | | Sargent and Co | New Haven |
| Sonoco Products Co (Climax-Lowell Div) | Mystic | The Eastern Machinery Co (passenger and freight) | New Haven | Wilcox Crittenden & Co Inc (marine heavy and industrial) | Middletown |
| Corrugated Shipping Cases | | Embalming Chemicals | | Hardware-Trailer Cabinet | |
| D L & D Container Corp | 87 Shelton Ave New Haven | The Embalmers' Supply Co | Westport | The Excelsior Hardware Co | Stamford |
| Gair Thomas Containers Div of the Robert Gair Co Inc | New London | Engines | | Hardware, Trunk & Luggage | |
| Cosmetics | | Wolverine Motor Works Inc (diesel stationary marine) | Bridgeport | J H Sessions & Son | Bristol |
| The J B Williams Co | Glastonbury | Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) | East Hartford | Hat Machinery | |
| Cotton Batting & Jute Batting | | Envelopes | | Doran Brothers, Inc | Danbury |
| The Gilman Brothers | Gilman | Curtis 1000 Inc | Hartford | Headers | |
| Palmer Brothers | New London | The Walton Co | 94 Allyn St Hartford | The E J Manville Machine Co | Waterbury |
| Cotton Yarn | | Extractors—Tap | | Heat Treating | |
| The Floyd Cranska Co | Moosup | Eyelets | | The Bennett Metal Treating Co | 1045 New Britain Ave Elmwood |
| Counting Devices | | The Platt Bros & Co | Waterbury | The Stanley P Rockwell Co Inc | Hartford |
| Veeder-Root Inc | Hartford | P O Box 1030 | Waterbury | Heat-Treating Equipment | |
| Cutlery | | Scovill Manufacturing Co | Waterbury | The Stanley P Rockwell Co Inc (commercial) | Hartford |
| Remington Arms Co Inc | Bridgeport | Fasteners—Slide & Snap | | The Wallace Barnes Co Div, Associated Spring Corp | Bristol |
| Sta-Brite Products Corp | New Haven | The G E Prentice Mfg Co | New Britain | Heating Apparatus | |
| Cut Stone | | Sargent and Co | New Haven | Crane Company | Bridgeport |
| The Dextone Co | New Haven | The Patent Button Co | Waterbury | Highway Guard Rail Hardware | |
| Cutters | | Scovill Manufacturing Co (snap) | Waterbury | Malleable Iron Fittings Co | Branford |
| The Barnes Tool Co (Genuine Barnes) | New Haven | Felt | | Hinges | |
| The Standard Machinery Co (rotary board, single and duplex) | Mystic | American Felt Co | Glenville | Sargent and Company | New Haven |
| The O K Tool Co Inc (inserted tooth milling) | 33 Hull St Shelton | Fibre Board | | Homer D Bronson Company | Beacon Falls |
| Dictating Machines | | The C H Norton Co | North Westchester | Hoists and Trolleys | |
| Dictaphone Corporation | Bridgeport | The Wm Foulds & Company | Manchester | Union Mfg Company | New Britain |
| Die Castings | | Finger Nail Clippers | | Hose Supporter Trimmings | |
| Newton-New Haven Co Inc | 688 Third Ave West Haven | The H C Cook Co | 32 Beaver St Ansonia | The Hawie Mfg Co (So-Lo Grip Tabs) | Bridgeport |
| Dies | | Firearms | | Industrial Finishes | |
| The Hoggson & Pettis Mfg Co | 141 Brewery St New Haven | Colt's Patent Fire Arms Mfg Co | Hartford | Zapon Div Atlas Powder Co | Stamford |
| Die-Heads—Self-Opening | | Remington Arms Co Inc | Bridgeport | Industrial Ovens | |
| The Eastern Machine Screw Corp | New Haven | Fire Hose | | American Mach & Fdry Co, Crawford Oven Div (all processes—batch and conveyor types) | New Haven |
| Truman & Barclay Srs | New Haven | Fabrics Fire Hose Co (municipal and industrial) | Sandy Hook | Insecticides | |
| The Geometric Tool Co | New Haven | Fireplace Goods | | American Cyanamid & Chemical Corp | Waterbury |
| Dish Washing Machines | | The John P Smith Co (screens) | 423-33 Chapel St New Haven | Insulated Wire Cords & Cable | |
| Colt's Patent Fire Arms Mfg Co | Hartford | The Rostand Mfg Co | Millford | The Kerite Insulated Wire & Cable Co Inc | Seymour |
| Dispersions of Rubber | | Fireproof Floor Joists | | The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) | Hamden |
| Naugatuck Chemical (Div of U S Rubber Prod Inc) | Naugatuck & 1790 Broadway New York | The Dextone Co | New Haven | Japanning | |
| Draperies | | Fishing Equipment | | J H Sessions & Son | Bristol |
| Palmer Brothers Co | New London | The Horton Mfg Co (reels, rods, lines) | Bristol | Key Blanks | |
| Drop Forgings | | Fishing Lines | | Sargent and Company | New Haven |
| Wilcox Crittenden & Co Inc | Middletown | The Bevin-Wilcox Line Co | East Hampton | The Graham Mfg Co | Derby |
| The Blakeslee Forging Co | Plantsville | Fishing Tackle | | Kitchen Tools | |
| Atwater Mfg Co | Plantsville | The H C Cook Co | 32 Beaver St Ansonia | Wallace Bros | Wallingford |
| Driers | | Flashlight Cases | | Knit Goods | |
| American Mach & Fdry Co | Crawford Oven New Haven | Scovill Manufacturing Co (metal) | Waterbury | American Hosiery Company | New Britain |
| Edged Tools | | Flow Meters | | Labels | |
| The Collins Co (axes and other edged tools) | Collinsville | The Bristol Co | Waterbury | J & J Cash Inc (Woven) | South Norwalk |
| Elastic Webbing | | Forgings | | Naugatuck Chemical (Div of U S Rubber Prod Inc) (rubber) | Naugatuck & 1790 Broadway New York |
| The Russell Mfg Co | Middletown | Clark Brothers Bolt Co | Milldale | Lacquers & Synthetic Enamels | |
| Electric Appliances | | Heppenstall Co (all kinds and shapes) | Bridgeport | Zapon Div Atlas Powder Co | Stamford |
| The Silcox Co | 80 Pliny St Hartford | Scovill Manufacturing Co (non-ferrous) | Waterbury | Ladders | |
| Winsted Hardware Mfg Co | Winsted | Foundries | | A W Flint Co | 136 Haven St, New Haven |
| Electric Cables | | Union Mfg Co (gray iron) | New Britain | Lamps | |
| Rockbestos Products Corp (asbestos insulated) | New Haven | Wilcox Crittenden & Co Inc (iron brass aluminum and bronze) | Middletown | The Rostand Mfg Company (brass, colonial style & brass candlesticks) | Millford |
| Electric Cords | | The Sessions Foundry Co (iron) | Bristol | The Greist Mfg Co (portable, office, floor, table and novelty) | 503 Blake St New Haven |
| Electric—Commutators & Segments | | Foundry Riddles | | Latex | |
| The Cameron Elec Mfg Co (rewinding motors) | Ansonia | The John P Smith Co | 423-33 Chapel St New Haven | Naugatuck Chemical (Div of U S Rubber Products Inc) | Naugatuck & 1790 Broadway New York |
| Electric Fixture Wire | | Rolock Inc (brass, galvanized, steel) | Southport | Leather | |
| Rockbestos Products Corp (asbestos insulated) | New Haven | Furniture—Anodic Aluminum | | Herman Roser & Sons Inc (Genuine Pig-skin) | Glastonbury |
| | | Warren McArthur Corporation | Bantam | | |
| | | Fuses | | | |
| | | Colt's Patent Fire Arms Mfg Co | Hartford | | |
| | | Galvanizing | | | |
| | | Malleable Iron Fittings Co | Branford | | |
| | | Wilcox Crittenden & Co Inc | Middletown | | |

IT'S MADE IN CONNECTICUT

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|--|----------------------------|--|----------------------|--|----------------------------|
| Leather Goods Trimmings | | Oil Burners | | Recorders and Controllers | |
| The G E Prentice Mfg Co | New Britain | Malleable Iron Fittings Co | Branford | The Bristol Co. (humidity, motion and operation) | Waterbury |
| Lighting Equipment | | The Silent Glow Oil Burner Corp | Hartford | Refractories | |
| The Miller Co (Miller, Duplexalite, Ivanhoe) | Meriden | 1477 Park St | | Howard Company | New Haven |
| Lime | | Ovens | | Resistance Wire | |
| The Skat Co (unslaked) | Hartford | American Mach & Fdry Co, Crawford Oven Div (bakers' ovens—reel & conveyor types, industrial ovens—all types) | New Haven | The C O Jelliff Mfg Co | Southport |
| Locks | | Paints and Enamels | | Retainers | |
| Sargent and Company | New Haven | Keeler & Long Inc. | Waterbury | The Hartford Steel Ball Co (bicycle & automotive) | Hartford |
| Locks—Cabinet | | The Tredennick Paint Mfg Co | Meriden | Reverse Gear—Marine | |
| The Excelsior Hardware Co | Stamford | Paints and Varnishes | | The Carlyle Johnson Mach Co | Manchester |
| Locks—Suit-case and Trimmings | | Keeler & Long Inc. | Waterbury | Riveting Machines | |
| The Excelsior Hardware Co | Stamford | Paperboard | | The Grant Mfg & Machine Co | Bridgeport |
| Locks—Trunk | | Gair Thames Containers, Div of the Robert Gair Co Inc | New London | The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment) | Bridgeport |
| The Excelsior Hardware Co | Stamford | Paper Boxes | | Rivets | |
| Locks—Zipper | | Robertson Paper Box Co (folding) | Montville | The Blake & Johnson Co (brass, copper and non-ferrous) | Waterbury |
| The Excelsior Hardware Co | Stamford | National Folding Box Co (folding) | New Haven | J H Sessions & Son | Bristol |
| Machinery | | Paper Clips | | The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper) | Bridgeport |
| The Hallden Machine Company (mill) | Thomaston | The H C Cook Co (steel) | 32 Beaver St Ansonia | Rods | |
| The Standard Machinery Co (bookbinders) | Mystic | Paper Tubes and Cores | | The Bristol Brass Corp (brass and bronze) | Bristol |
| Machines | | Sonoco Products Co (Climax-Lowell Div) | Mystic | Roof Coatings & Cements | |
| Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) | Bridgeport | Parallel Tubes | | Tilo Roofing Co Inc | Stratford |
| The Patent Button Company | Waterbury | Sonoco Products Co (Climax-Lowell Div) | Mystic | Roofing—Built Up | |
| Machines—Automatic | | Perfume Bases | | Tilo Roofing Co Inc | Stratford |
| The A H Nilson Mach Co (Special) | Bridgeport | Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway | New York | Rubber Chemicals | |
| Machines—Forming | | Pewter Ware | | Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway | New York |
| The A H Nilson Mach Co (four-slide wire and ribbon stock) | Bridgeport | R Wallace & Sons Mfg Co | Wallingford | Rubber Dispersions | |
| Malleable Iron Castings | | Phosphor Bronze | | Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway | New York |
| Malleable Iron Fittings Co | Branford | The Seymour Mfg Co | Seymour | Rubberized Fabrics | |
| Marine Equipment | | The Bristol Brass Corp (sheet) | Bristol | The Duro-Gloss Rubber Co | New Haven |
| The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) | Millford | Pipe | | Rubber Footwear | |
| Wilcox Crittenden & Co Inc | Middletown | The American Brass Co (brass and copper) | Waterbury | The Goodyear Rubber Co | Middletown |
| Marking Devices | | Howard Co (cement well and chimney) | New Haven | United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U. S. Royal wear) | Naugatuck |
| The Hoggson & Pettis Mfg Co | New Haven | Crane Company (fabricated) | Bridgeport | Rubber Goods | |
| Mattresses | | Bridgeport Brass Co (brass & copper) | Bridgeport | The Connecticut Hard Rubber Co | New Haven |
| Palmer Brothers Co | New London | Scovill Manufacturing Co (copper, red brass and yellow brass) | Waterbury | Rubber Latex | |
| Measuring Instruments | | Pipe Fitters' Tools & Equipment | | Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway | New York |
| The Bristol Co (long distance) | Waterbury | The Barnes Tool Co (Genuine Barnes) | New Haven | Rubbish Burners | |
| Metal Cleaners | | Pipe Fittings | | The John P Smith Co | 423-33 Chapel St New Haven |
| Apothecaries Hall Co | Waterbury | Malleable Iron Fittings Co | Branford | Safety Fuses | |
| Metal Cleaning Machines | | Platers | | The Ensign-Bickford Co (mining & detonating) | Simsbury |
| Colt's Patent Fire Arms Mfg Co | Hartford | The Patent Button Co | Waterbury | Scissors | |
| Metal Goods | | The Plainville Electro Plating Co | Plainville | The Acme Shear Company | Bridgeport |
| Bridgeport Brass Co (to order) | Bridgeport | Platers—Chrome | | Screw Machine Products | |
| Metal Novelties | | The Plainville Electro Plating Co | Plainville | The Blake & Johnson Co | Waterville |
| The H C Cook Co | 32 Beaver St Ansonia | Platers' Equipment | | Centerless Grinding Works | Bridgeport |
| Metal Products—Stampings | | MacDermid Incorporated | Waterbury | 70 Knowlton St | Bridgeport |
| J H Sessions & Son | Bristol | Plumbers' Brass Goods | | The Eastern Machine Screw Corp | New Haven |
| The Greist Mfg Co | 503 Blake St New Haven | Bridgeport Brass Co | Bridgeport | Truman & Barclay St | Forestville |
| Scovill Manufacturing Co (Made to Order) | Waterbury | Scovill Manufacturing Co | Waterbury | The Humason Mfg Co | Waterbury |
| Metal Specialties | | Plumbing Specialties | | Scovill Manufacturing Co | Screws |
| Winsted Hardware Mfg Co | Winsted | John M Russell Mfg Co Inc | Naugatuck | The Blake & Johnson Co (machine) | Waterville |
| The Excelsior Hardware Co | Stamford | Pole Line | | Sargent and Company | New Haven |
| The G E Prentice Mfg Co | New Britain | Malleable Iron Fittings Co | Branford | Clark Brothers Bolt Co | Milldale |
| The American Buckle Co (sheet metal over-all trimmings) | West Haven | The Skat Co (auto and metal) | Hartford | The Charles Parker Co (wood) | Meriden |
| Metal Stampings | | Polishing Wheels | | The Bridgeport Screw Co (wood) | Bridgeport |
| The Patent Button Co | Waterbury | The Williamsville Buff Mfg Co | Danielson | Scovill Manufacturing Co (cap and machine) | Waterbury |
| The Excelsior Hardware Co | Stamford | Presses | | Sewing Machines | |
| J H Sessions & Son | Bristol | The Standard Machinery Co (plastic molding, embossing, and die cutting) | Mystic | The Greist Mfg Co (Sewing machine attachments) | 503 Blake St New Haven |
| The H C Cook Co | 32 Beaver St Ansonia | Propellers—Aircraft | | The Merrow Machine Co (Industrial) | 2 Laurel St Hartford |
| The Greist Mfg Co | 503 Blake St New Haven | Hamilton Standard Propellers Div United Aircraft Corp | East Hartford | Shaving Soaps | |
| Milk Bottle Carriers | | Punches | | The J B Williams Co | Glastonbury |
| The John P Smith Co | 323-33 Chapel St New Haven | The Hoggson & Pettis Mfg Co (ticket & cloth) | New Haven | Shears | |
| Mill Supplies | | 141 Brewery St | | The Acme Shear Co (household) | Bridgeport |
| Wilcox Crittenden & Co Inc | Middletown | Putty Softeners—Electrical | | Sheet Metal Products | |
| Moulded Plastic Products | | The Fletcher Terry Co | Box 415 Forestville | The American Brass Co (brass and copper) | Waterbury |
| Colt's Patent Fire Arms Mfg Co | Hartford | Pyrometers | | Sheet Metal Stampings | |
| Mouldings | | The Bristol Co (recording and controlling) | Waterbury | The Patent Button Co | Waterbury |
| The Wiremold Co (surface metal race-ways) | West Hartford | Railroad Equipment | | J H Sessions & Son | Bristol |
| Moulds | | The Rostand Mfg Co (baggage racks and mirrors for passenger cars) | Millford | Signals | |
| The Hoggson & Pettis Mfg Co (steel) | 141 Brewery St New Haven | Rayon Yarns | | The H C Cook Co (for card files) | 32 Beaver St Ansonia |
| Brewery St | | The Hartford Rayon Corp | Rocky Hill | Silks | |
| Nickel Anodes | | Razors | | Cheney Brothers | South Manchester |
| Apothecaries Hall Co | Waterbury | Schick Dry Shaver Inc (electric) | Stamford | Silverware | |
| The Seymour Mfg Co | Seymour | Reamers | | International Silver Co (tableware, nickel silver, silver plate and sterling) | Meriden |
| Nickel Silver | | The O K Tool Co Inc (inserted tooth) | 33 Hull St Shelton | R Wallace & Sons Mfg Co (tableware, nickel silver, silver plate and sterling) | Wallingford |
| Nuts Bolts and Washers | | Reclaimed Rubber | | | |
| Clark Brothers Bolt Co | Milldale | Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway | New York | | |
| Office Equipment | | | | | |
| Underwood Elliott Fisher Co | Hartford | | | | |

IT'S MADE IN CONNECTICUT

— CONTINUED —

Silverware—Hotel & Institutional
International Silver Co Meriden
R Wallace & Sons Mfg Co Wallingford

Silverware—Plated Hollowware
International Silver Co Meriden
R Wallace & Sons Mfg Co (and flatware) Wallingford

Silverware—Sterling & Plated Trophies
International Silver Co Meriden
R Wallace & Sons Mfg Co Wallingford

Silverware—Sterling Silver Hollowware
International Silver Co Meriden
R Wallace & Sons Mfg Co (and flatware) Wallingford

Silverware—Tableware, Silver
International Silver Co Meriden

Silverware—Tableware, Silver Plate
International Silver Co Meriden

Silverware—Tableware, Sterling
International Silver Co Meriden

Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury

Smoke Stacks
The Bigelow Company (steel) New Haven

Soap
The Skat Co (liquid and paste) Hartford
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Speakers
Cinaudagraph Corp (High Fidelity for radios, motion picture houses and public address systems) Stamford

Special Parts
The Greist Mfg Co (small machined, especially precision stampings) 503 Blake St New Haven

Sponge Rubber
The Sponge Rubber Products Co Derby

Spreads
Palmer Brothers Company New London

Spring Units
Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport

Spring Washers
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Coil & Flat
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Flat
The Wallace Barnes Co Div Associated Spring Corp Bristol

Springs—Furniture
Owen Silent Spring Co Inc Bridgeport

Springs—Wire
The Wallace Barnes Co Div Associated Spring Corp Bristol

Stainless Steel Ware
Sta-Brite Products Corp New Haven

Stair Pads
Palmer Brothers Company New London

Stamps
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

Stampings—Small
The Wallace Barnes Co Div Associated Spring Corp Bristol

Staples
Sargent and Company New Haven
E H Hotchkiss Company 10-16 Hoyt St Norwalk

Stapling Machines
E H Hotchkiss Company 10-16 Hoyt St Norwalk

Steel Castings
The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
The Wallace Barnes Co Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
Wallingford Steel Company Wallingford

Steel Goods
Scovill Manufacturing Co (To Order) Waterbury

Stop Clocks, Electric
The H C Thompson Clock Co Bristol

Studio Couches
Waterbury Mattress Co Waterbury

Switchboards
Plainville Electrical Products Co Plainville

Switchboard Wires and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Switches
Colt's Patent Fire Arms Mfg Co Hartford

Tableware—Stainless Steel
International Silver Co Meriden
R Wallace & Sons Mfg Co Wallingford

Tableware—Tin Plate
Wallace Bros Wallingford

Tacking Machines
E H Hotchkiss Company 10-16 Hoyt St Norwalk

Tanks
The Bigelow Company (steel) New Haven

Tape
The Russell Mfg Co Middletown

Tap Extractors
The Walton Co 94 Allyn St Hartford

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Textile Machinery
The Merrow Machine Company 2 Laurel St Hartford

Thermometers
The Bristol Co (controlling, recording and indicating) Waterbury

Thread
Max Pollack & Co Inc Groton
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Timers, Interval
The H C Thompson Clock Co Bristol

Tinning
Wilcox Crittenden & Co Inc Middletown

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Toys
A C Gilbert Company New Haven
The Gong Bell Co East Hampton
The N. N. Hill Brass Co East Hampton

Transmissions
New Departure Div of General Motors (variable speed) Bristol

Trucks—Lift
The Excelsior Hardware Co Stamford

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia

Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Co (copper alloys) Waterbury

Tubing—Condenser
Scovill Manufacturing Co Waterbury

Twine
The Undine Twine Mills Inc Moodus

Twine—Cable Cord
The Undine Twine Mills Inc Moodus

Twine—Chalk Line
The Undine Twine Mills Inc Moodus

Twine—Mason Line
The Undine Twine Mills Inc Moodus

Twine—Sail
The Undine Twine Mills Inc Moodus

Twine—Seine
Brownell & Co Inc Moodus
The Undine Twine Mills Inc Moodus

Twine—Trot Line
The Undine Twine Mills Inc Moodus

Typewriters
Underwood Elliott Fisher Co Hartford

Typewriter Ribbons
Underwood Elliott Fisher Co Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Vacuum Cleaners
The Spencer Turbine Co Hartford

Valves
Reading-Pratt & Cady Div, American Chain & Cable Co Inc Bridgeport

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Flush
Beaton & Cadwell Mfg Co New Britain

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Venetian Blinds
The Permatex Fabrics Co Jewett City

Ventilating Systems
Colonial Blower Co Hartford
The Charles Parker Co Meriden

Vises
The Charles Parker Co Meriden

Washers
The Blake & Johnson Co (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Milldale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol

Watches
Benrus Watch Co 30 Cherry St Waterbury
The Ingersoll-Waterbury Co Waterbury

Webbing
The Russell Mfg Co Middletown

Welding Rods
The Bristol Brass Corp (brass & bronze) Bristol

Wicks
The Russell Mfg Co Middletown

Wire
The Bristol Brass Corp (brass and bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Bridgeport Screw Co (scratch brush) Bridgeport

Wire Arches and Trellis
The John P Smith Co 423-33 Chapel St New Haven

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Southport

Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton

Wire Cloth
The C O Jelliff Mfg Corp Southport
The John P Smith Co 423-33 Chapel St New Haven

Wire Connectors
The Wiremold Co West Hartford

Wire Drawing Dies
The Waterbury Wire Die Co Waterbury

Wire Dipping Baskets
The John P Smith Co 423-33 Chapel St New Haven

Wire Forms
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol

Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Co (To Order) Waterbury

Wire Mesh
Rolock Inc (all meshes and metals) Southport

Wiremolding
The Wiremold Co West Hartford

Wire Reels
The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co 423-33 Chapel St New Haven

Wire Rings
The American Buckle Co (pan handles and tinner's trimmings) West Haven

Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury

Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

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...Listing

Copy for listing in this department must be received by the 15th of the month for publication in the succeeding month's issue. We reserve the right to refuse any listing.

Service Section

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

for sale or rent

FOR RENT. In Hartford, Connecticut, units of 5,000 to 16,000 sq. ft. in fully sprinklered modern building suitable for light or heavy manufacturing. Elevator, heat, watchman service included in rental. New York, New Haven and Hartford Railroad siding available. Out of flood area. Will rent at reasonable rates. For particulars apply to Billings and Spencer Company, Nelson Smith, 75 Pearl Street, Hartford, or your own broker.

FOR SALE. One Elliott Addressing Machine in good condition. For further particulars and price, Address S. E. 95.

WANTED. A used 20 foot trailer, without furniture; one formerly used for demonstrating products would answer. Address Charles A. Post, 476 Capitol Avenue, Hartford, Conn. Tel. 2-4195.

FOR SALE. 1 Universal Displayer with five wings, size 26 x 43; also 2 Hooven Typewriters. Make us your best offer. Address S. E. 98.

EQUIPMENT FOR SALE. Quantity of line shafting with steel and wood pulleys. Counter shafts with loose pulleys and hangers. No. 14 Rockwood Base. Address S. E. 99.

FOR SALE. Wood Bending Business. Machinery, tools, forms, patterns and some lumber. Business now operating, but space occupied by this department required for other purposes. Sales to furniture, sporting goods, boat building and aircraft industries. Pratt, Read & Co., Inc., Deep River, Connecticut.

FOR SALE. 100 H. P. Ames Steam Engine direct connected to 2 phase 240 volt Generator, complete with switchboard, transformer, etc. Excellent condition. This unit is reasonably priced for early disposal. Address S. E. 104.

FOR SALE. (1) Diesel Engine, one cylinder, 2 cycle "Prim" 35 H.P. 300 RPM Heavy Duty. Complete with air compressor, starting equipment, water and oil pump, clutch, out bearing, in A1 condition. Can be seen running. Address S. E. 105.

FOR SALE. 1 used steel smoke stack. Location, Hartford. Size 42" x 80' x 1/4" boiler plate, riveted sections, used 8 years on oil field boiler. Excellent condition and may be purchased at low figure, subject to prior disposal. Write—Inland Contracting & Engineering Company, Cromwell, Connecticut.

wanted - to buy

WANTED. 1 Steam Underwriter's Fire Pump, capacity 750 gallons per minute upward. In answering please quote price and condition. Address S. E. 107.

WANTED. 1 platform scale with a capacity of approximately 3500 pounds, with dial. In writing please state condition and price. Address S. E. 108.

employment

MANUFACTURING EXECUTIVE. Pressed and deep drawn metal stampings; screw machine products; castings, and hot forgings. Thorough knowledge of office routine; purchasing; costs; including budgetary control; design engineering; the development of new lines of work; tooling-up; materials handling; modern production methods; wage systems; time study with rate setting; employment problems including hospitalization; vestibule training; insurance; safety engineering; incentives, etc. Syndicate and premium goods in all finishes a specialty. Member American Society Mechanical Engineers. Now employed Factory Manager, and desirous of locating in the East. Address P. W. 408.

CHEMIST. Young man, age 26, with an A. B. degree in chemistry in the field of organic and inorganic carbon compounds desires position along this line. For interview address P. W. 419.

YOUNG MAN. Private school and college education, experience as newspaper correspondent and in retail merchandising. Has done newspaper feature writing, free lance writing and advertising copy writing. Desirous of connection with advertising agency or in advertising or public relations department of a Connecticut industrial firm. Address P. W. 420.

PRODUCTION ENGINEER or EXECUTIVE. 18 years' experience in metal-trades manufacturing from foundry apprentice to assistant to factory manager. Knows all phases of modern factory procedure. Specialist in analysis of manufacturing operations, methods improvement, time and motion study, design of production equipment, plant layout. Technical graduate, age 40, married. Now employed but available on short notice. Address P. W. 421.

ACCOUNTANT. Thoroughly trained and experienced in general, cost, and constructive (systems) accounting, auditing, budgets, and inventory control. Over five years industrial experience, age 25 years. Graduate of leading Eastern Accounting School. Desires position with future in Industrial or Public Accounting. Now employed. Address P. W. 422.

ACCOUNTING AND FINANCIAL EXECUTIVE. Seventeen years of experience in general accounting, costs, budgets, systems, and auditing. Mature executive with record of accomplishments as controller and as secretary and treasurer, competent organizer. Desires connection with a manufacturing organization having accounting, cost and production control development problems. Married, American, Protestant, employed at present. Address P. W. 423.

ACCOUNTANT. Controller Office Executive; diversified experience supervising office personnel; successful organizer; expert systematizer, university graduate; accounting, finances, budgets, expense and merchandise control, costs, taxes. Address P. W. 424 (A. S. O.).

TRAFFIC MAN. Young man in mid-thirties with 7 years broadly diversified railroad traffic experience and 8 years with private industry engaged in work involving the direction of the field staff and the handling of numerous shipping problems both of railroads and individual shippers, now seeks a new connection in the traffic field, due to the abolishment of his particular branch of the industry with which he has been connected. For further information and interview address P. W. 425.

***ACCOUNTANT.** Man with broad experience in the accounting field capable of doing tax return work, making audits and doing other executive accounting work, seeks an opportunity to relocate himself in New England. A native of New England, he has been located in Texas for the past several years. For further information address P. W. 426.

SUPPLY BUYER. Mature man seeks situation as supply buyer, "order and price" clerk, or otherwise, as employment record might indicate and solicits interview anywhere in Connecticut, preferably with Association member. Address P. W. 427.

ACCOUNTING EXECUTIVE. Thoroughly qualified in all phases of general and cost accounting, budgets, finance, office management, insurance, taxes, etc. Competent organizer with constructive and analytical mind. Desires connection where ability can be utilized to good advantage. Christian, university graduate, age 35, married, now employed. For interview address P. W. 428.

SALESMAN—POSITION WANTED. Ordinary man having no wonderful talents, of average sales ability and who feels the only thing different about him is his contagious optimism. He wishes to make money for somebody. May I talk with you? For interview and references address P. W. 429.

YOUNG PRODUCTION MAN. Young man with high school education and two years' university education as well as commercial course, who has two years' experience as an apprentice and mechanic, desires to further his production experience by doing actual mechanic's work for some Connecticut manufacturer. His former employers rate him 100% on all counts. For interview address P. W. 430.

CHEMIST. Young man, age 22, with an A.B. degree in chemistry in the fields of organic and inorganic compounds, desires a position along this line. Anxious to become associated with a concern having possibilities of future advancement. For interview address P. W. 431.

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